

Mr. Burleson Points the Way

March 12, 1921

*Some Suggestions to President Harding
from the Ex-Postmaster-General*

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Leslie's





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How In One Evening I Learned The Secret of Drawing

By Walter Sayden

FROM boyhood, I have always wanted to draw things. I suppose there are hundreds of young fellows who feel the same way as I did. I often said that if it were possible, I should choose commercial art as a profession. It was not only



He was drawing little pictures

the big salaries and independence enjoyed by artists and cartoonists that appealed to me, it was the fascination of the game itself. But I could hardly draw a straight line. My friends used to have laughing hysterics at my attempts to sketch things.

One morning, as I was coming into town on the eight o'clock train, I met Larry Stafford. I had come into town with him every day for years, usually passing the time discussing the morning papers.

But this particular morning he had a pad and pencil in his hand. He was drawing little pictures of things that looked like a series of small animals. "What on earth are you doing?" I asked in amazement.

Larry smiled. "Don't be afraid, I am quite sane. These little pictures are a part of a scheme of mine. I am illustrating an idea. They are supposed to be a graphic representation of a deal I am putting over. They speak louder than words."

I watched him—amazed to see that he drew very well indeed. As he proceeded, and the drawings became more life-like, my curiosity was aroused—I asked him about it.

"Why, I am surprised that you ask me!" he answered. "Look how easy it all is"—and he quickly sketched a few other figures and grinned at my amazement.

"There is just one little secret of the whole thing, Walter," he added. "I never drew before in my life, and you see—these little sketches really are not bad, are they? You have always wanted to draw, and even if you don't become an artist you will find it a mighty convenient thing to know. This secret makes drawing as easy as writing. Let us get together this evening, and I'll show you how simple it is. I'll give you a little lesson."

The Greatest Surprise of My Life

That night I was astonished to learn that there was but One Great Rule that covered every sort of drawing. I mastered this rule in just fifty minutes, and in two hours found that I could draw. Think of it! It was almost like magic. I had never before been able to draw a recognizable object.

At this time I was a salesman, so that the only time I had to practice and apply this secret, this Rule, was in spare minutes when at the office or at home. But I progressed with almost unbelievable rapidity.

My First Real Drawing

One day I was talking with a buyer. Remembering Larry's "idea-pictures," I drew some figures to

illustrate the point I was trying to establish.

He looked at the pictures and caught my idea at once. Before I left he gave me a larger order than I had ever before received from him. My pictures had put my idea over.

This worked so well, that I tried it again—several times, in fact—and each time I got the same results. My pictures seemed to make a stronger appeal than my words, and my sales increased tremendously.

But that was not all. Two weeks later, I overheard a conversation that struck me as amusing. I wrote it down, illustrated it and, just for fun, sent it to one of the humorous weeklies. A few days later, to my great surprise and pleasure, I received a check from the art editor and a request for more contributions.

From that time on, I sent in little sketches and jokes, more or less regularly. A few months ago, I received an offer which startled me. The magazine for which I had been drawing wished to take me on the regular staff at a much greater salary than I was then making.

My love of drawing came strongly to the front and, needless to say, I accepted at once, and the first thing I did was to tell Larry Stafford what his idea had led to. When he heard that I was actually a successful artist on a real magazine he gasped with amazement.

I told him how the same One Great Rule of drawing which had made it easy for him to draw had meant even more to me—and how this simple home-study course of the famous artist, Charles Lederer, which we had gone over that evening had given me the secret which had meant so much.

Larry laughed at my enthusiasm, but admitted that such a remarkable success as mine was enough to make a man a bit optimistic.

Easier than Learning to Operate a Typewriter

Through this amazing system, drawing can be taught as easily as anything else. In his simple, home-study course this world-famous cartoonist, Charles Lederer, teaches you to draw just as a business school teaches you to keep books, or operate a typewriter or write shorthand. But it is a hundred times

simpler than any of those accomplishments.

And the best part of it all is, that the course teaches you to draw so that you can sell your pictures right from the start. That is really the most important part after all. Everyone wants to sell his work, and this is just what you can do, with Mr. Lederer's great secret.

Don't misunderstand, I am not praising myself. The point is this—if I, who never was able to draw at all, could achieve this really remarkable success, others can do the same, or better.

See for yourself—send for the course and try it out. If you can draw at all you will probably get along even faster than I, and you will find modern commercial art the most fascinating and delightful work imaginable.



The most fascinating Business in the world

Mr. Charles Lederer, the well-known newspaper cartoonist, after years of practical working experience, has developed one great simple rule for success in all branches of commercial art. This amazing secret has revolutionized the entire theory of drawing. It means that drawing can be easy for you as writing. Out of his many years of work-a-day experience, Mr. Lederer offers this One Big Secret of Drawing to all.

What Everyone Is Saying

I must say the Lederer Art Course surpassed my expectations.

My friends have been amazed at my drawing and I simply can not help smiling when I watch their attempts at copying the face I have drawn. They can not make it look anything like it, because they have not what Mr. Lederer gives in his course.

Anybody who is interested in drawing should take this course. It is interesting and even though he or she may never use it professionally, they never will regret sending for it. Though I am only on the first lesson, I could not help but write you, as I am so amazed at my own drawing.

I never will regret sending for it. The course is worth much more than the small price asked. Paul H. Manning, Headquarters Co., 22nd Infantry, Fort Jay, New York.

"It is just the thing" and a lot more than I expected. I can't see how you ask so little, while others with far inferior courses get from \$20 to \$60 for theirs. Robert P. Downs, 723 Coplin Ave., Detroit, Mich.

Remember, that opportunities in this uncrowded field are unlimited. There is a constantly growing demand for cartoonists and illustrators. If you like to draw, or if you think that you would like to draw, don't miss this wonderful opportunity to learn in an evening or two of your spare time.

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We want you to prove to your own satisfaction the tremendous value of Mr. Lederer's discovery. It will not cost you one penny. We want you to examine the Entire Course at our expense for five days. If you will just fill out the coupon below, detach it and mail it to us, we will gladly send you the complete course for your approval. We feel sure that when you see the surprising simplicity of this method you will agree with us that it is the greatest discovery ever made in this field.

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which is lost when he ceases to be strong.

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THE OLDEST ILLUSTRATED WEEKLY
NEWSPAPER IN THE UNITED STATES



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"The American people would be dumfounded if in concrete terms the aggregate taxes filched from their pockets through Federal, State, county and city taxation could be realized. We have reached a point where the power exercised through taxation by the various political entities has become almost unbearable and approaches confiscation. Hence a most important thing to be done is to at once remedy this situation.

"If those who officially represent and act for the people would cease to constantly take counsel of their fears; if those timid ones who are in positions of responsibility would cease listening to the well-meaning, but ill-informed uplifters and idealists who are constantly



Our Former Postmaster-General, who in this incisive article gives the new Administration some hints concerning the difficulties which lie ahead of it.

attempting to impose through national legislative action their sentimental schemes upon this Government; if they would only muster courage to ignore the mutterings and threats of organized labor when it seeks benefits of class legislation or legislation beyond the powers of government and frequently in direct conflict with the principles of sound economics; if they would at all times resist the blandishments of 'the interests' which are continually engaged in asking for class legislation for their particular benefit—then the Administration could feel sure that it would fix its place in history as a great administration—though it might result in the demise of a political party."

What Mr. Harding's Problems Are

Hard Nuts the New President Must Crack if He Is to Be Remembered as a Great National Leader

By Former Postmaster-General A. S. BURLESON

I HAVE been asked by LESLIE'S "what great work the administration of President Harding may accomplish and the national benefits which should accrue therefrom."

It would take one possessed of prophetic powers to give an answer to this question. It is quite easy, however, for even a political neophyte to state what should be done.

If the new administration will at all times keep in mind that the Federal Government is one of delegated powers, and never permit the exercise of any power beyond the limits fixed by our Constitution;

If it will remember that the States have certain reserved rights and that they should be compelled to meet every responsibility arising from these powers retained to themselves;

If it never loses sight of the fact that the legislative functions of the general Government should not be prostituted by using them to further the interest of a particular class at the expense of another class or of all the people;

If at all times it sets its face like flint against further encroachment upon individual rights and further sacrifice of the personal liberty of the citizen;

If it will recognize that this should be a simple republican government at all times economically administered; then wonderful results of widespread benefit to all the people of America could be accomplished.

The trend for generations has been along lines of departure from these sound principles of government. The American people would be dumfounded if in concrete terms the aggregate taxes filched from their pockets through Federal, State, county and city taxation could be realized. We have reached a point where the power exercised through taxation by the various political entities has become almost unbearable and approaches confiscation. Hence a most important thing to be done is to at once remedy this situation.

If we could have a prompt harking back to the fundamental principles of government above detailed it would afford immediate relief.

If those who officially represent and act for the people would cease to constantly take counsel of their fears; if those timid ones who are in positions of responsibility would cease listening to the well-meaning, but ill-informed uplifters and idealists who are constantly attempting to impose through national legislative action their sentimental schemes upon this Government; if they would only muster courage to ignore the mutterings and threats of organized labor when it seeks benefits of class legislation or legislation beyond the powers of government and frequently in direct conflict with the principles of sound economics; if they would at all times resist the blandishments of "the interests" which are continually engaged in asking for class legislation for their particular benefit—then the Administration could feel sure that it

would fix its place in history as a great administration—though it might result in the demise of a political party."

LESLIE'S has also asked me "what problems it (Harding's administration) will have to face?"

This question, too, is in a measure hard to answer; but it is quite easy to outline what is expected of it.

The people have been led to believe that these things can be done:

(1) That we shall effect peace with Germany in a way to ameliorate the harshness of the terms laid down by the victorious Allies, and to hold all the advantages and benefits accruing to America and Americans under the Treaty of Versailles;

(2) That general disarmament shall be brought about and the cost of our military establishment and naval program shall be radically reduced, and that we shall build and maintain the largest and most powerful navy in the world and continue in a state of sane military preparedness;

(3) That we shall maintain a position of national isolation in line with our traditions, having entangling alliances with no nation, and that we shall enter an association of nations retaining all the good features of the League of Nations, which is all that is needed to insure universal and permanent peace;

(4) That we shall maintain terms of comity and friendship with all nations, including, of course, Great

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American Industry, Wake Up!

Pertinent Facts Which Must Be Boldly Faced by Both Capital and Labor if We Are to Avoid the "Morning After" of Our Recent Industrial Jag

By C. E. KNOEPEL.

MR. INDUSTRIAL EXECUTIVE! Unless there is a *waking up* in industry in the immediate future there is going to be a *shaking-up* which will prove disastrous in its economic effects.

This shaking-up can be prevented by you and your fellow executives only, provided you awake to the realization of your responsibilities.

No, do not let this have a wastebasket burial. Naturally, you may not agree with me—as yet; but despite the bluntness of the above, and the even greater degree of bluntness to come, I will promise you a line of reasoning which may prove both irritating and uncomfortable, but highly profitable and result-producing in the end.

First of all, let me make a direct charge, so that you will have something to argue with me about. This charge is that *from 70 per cent. to 80 per cent. of the inefficiency in industry is caused by Management, and by Management I mean executives as distinct from workers and capitalists.*

"Piffle!" you may say. Let me prove it to you.

Isn't the world on an economic jag with the "morning after" ahead of us? Doesn't industrial unrest face us on all sides? Isn't labor working less hours, drawing higher wages, in many cases, and turning out less per hour than ever before? Aren't the industrial clash and warfare causing all kinds of harm? Is there any greater menace to this country than the attitude of those who have not, that the wealth of those who have belongs to them, on the ground that they produced it all?

I DO not say that you are to blame for all of these conditions. I do most emphatically insist, however, that the responsibility for getting things on an even keel is *squarely up to you*.

The world is sick. As President Wilson put it, "it is on an operating-table." You are the surgeon. If your eye is not clear; if your hand is unsteady, if you do not cut to the root of the troubles, the world will get worse (industrially) instead of better.

Naturally you disagree with me. If you agreed, I would only be wasting my time and yours in writing you as I am. It is because you disagree that I am going to plead for your careful consideration of the arguments to come.

Industry is made up of three classes of people:

- (a) Workers, or Labor;
- (b) Financial backers, or Capital;
- (c) Executives, or Management.

Now, let me ask a few questions:

Has the worker any control or direction over shapes and sizes of tools; blue-prints and specifications; proper jigs and templates; limits and tolerances; place where plant is located; feeds and speeds; location of equipment; arrangement of buildings or the building construction; maintenance of equipment; selection of best equipment upon which to do work; kind of equipment used; supplying material for the needs of the business; facilities furnished; movement of material; planning the order of work; amount of work-in-process; inspection; working conditions?

If they do not control or direct these elements of production, then how can they be held for industrial inefficiency? What incentive is there for them to prevent wastes and losses?

Let me ask you a few more questions:

What does the average worker know about difficulties of financing? Depreciation as an element of cost? Overhead burden as an expense element? Purchasing to secure sufficient material without risk of tying up too much money in inventories? Effect of bad debts on the one hand, and limited volume of business on the other? What to do when there is a let-up of business? How seasonal demands affect cost of products? Difficulty of matching jobs and workers?

Whose fault is it that they do not know more about these and kindred subjects? What they know or claim to know, fallacious as a great deal of it is, has been taught by misinformed labor radicals and troublemakers, hasn't it?

"**T**HE economic fundamental in industry today is that there should be maximum attainment per operation, per hour, per worker. Plants may not want increased production, but they do want maximum efficiency per hour worked.

"Do you know what that maximum is for each of your operations? If you do, have you a means of showing actual performance, in plain sight, permanently and continually with reasons for failure to attain maximums? Do you have a means of concentrating attention on the slower workers, so that there may be a constant improvement in their hourly productions? Do you know what your idle time of equipment is, according to departments and causes, with statements of costs of this idleness?

"Yes, I know these questions are embarrassing. But, seriously now, aren't there some 'thought starters' behind my questions?"

Here are still other pertinent questions:

What does the worker know about "industrial economics?" Over-production and temporary excess supply? The law of supply and demand? Effect of the introduction of labor-saving machinery? Effort resulting in commodities as the real medium of exchange? The reason for the diminishing value of the dollar? Inflation and deflation? The vicious effect of more wages and less work?

Who should give them proper guidance as to these fundamentals? You, or the agitator, the Socialist, the parlor Bolshevik, or the visionary fanatic?

If the worker has no control over the tools and facilities of production; if he is unfamiliar with the elements of sound business; if he is totally uneducated as to the fundamental concepts underlying business and commerce, then how can the worker do his share towards making industry efficient, or carry his share of the burden of its faults and weaknesses when placed on his shoulders?

This eliminates the worker, then doesn't it?

The capitalist, on the other hand, as an investor, may only be a stockholder, in which case he looks to the directors as the responsible parties. If the capitalist is a director, he will meet with other directors and discuss the important problems, make recommendations, consider policies, and decide as to definite courses of action.

BUT do directors execute? Do they actually perform work as directors or as capitalists?

Let us see!

Who sees to it that the needs of the business are financed? You executives!

Who spends, or directs the spending of, the money supplied by capital? You executives!

Who is responsible for buildings and equipment? You executives!

Who takes care of the designing and testing of product? You executives!

Who is responsible for building up an organization, and securing personnel? You executives!

Who is responsible for developing the methods necessary to operate a business? You executives!

Who is in charge of the manufacturing of things? You executives!

Who is responsible for selling the products made? You executives!

Who is really behind the procurement of adequate materials? You executives!

Who is responsible for maintaining a labor supply? You executives!

Who is responsible for the matter of proper industrial relations? You executives!

If your foremanship is wrong, who is to blame? You executives!

It may be that a capitalist as director will leave a meeting of directors, and as a responsible party to whom work was delegated, execute the orders of the

directors—in other words, actually carry on the work.

But he does it as an executive, and not as a capitalist or director representing capital; doesn't he?

This, then eliminates the capitalist and puts the load squarely on the shoulders of Management, as the performing, the executive agency.

You industrial executives make up Management; therefore, you constitute the keystone in the industrial structure; consequently the blame for industrial shortcomings is really yours.

You may feel I am unduly harsh in this arraignment. Please bear with me as we analyze still further.

What are the causes of high cost and inefficiency in industry? Isn't the following a fairly comprehensive list?

- (1) Idle equipment;
- (2) Unused floor space;
- (3) Faulty workmanship;
- (4) Defective materials;
- (5) Low production per operation, per hour;
- (6) Too much work-in-process;
- (7) Too frequent changes in jobs;
- (8) High labor turnover;
- (9) Not enough orders at times to fill the capacity of departments or plant;
- (10) Running out of material.

JUST review this list again. What items are factors in your business? Who is to blame? Your workers, your financial backers, or you and your associated executives?

Labor has suffered from two fallacies:

- (1) That production should be retarded, and the introduction of labor-saving machinery frowned upon and fought against, in order to make more work for more people, and guard against over-production.
- (2) That it creates wealth and should, therefore, enjoy the fruits of such creation, the argument being that, in the last analysis, the products of industry are the work of labor.

But the point I make is—what have you done to disabuse the worker's mind as to these fallacies?

You blame the radicals and troublemakers, don't you? Let me ask this question:

If the radicals and troublemakers, consisting of two men out of each 100, can direct the thinking of eight others, or ten in all, and thereby influence the actions of the other 90, what couldn't you do in a much more constructive way towards eliminating these fallacies by concentrating your attention on two of your best men out of each 100, who could in turn direct the thinking of eight others, who would influence the actions of the other 90? At any rate you could do a great deal more than you have been doing, couldn't you?

This brings up the question—What does the worker want?

A molder wants his sand when he wants it. He wants a crane to draw his pattern when he finishes ramming, and not ten minutes later. A machine-tool operator wants to have his next job ready when he is ready for it and he wants material and facilities on hand when he is ready to start. He does not want to roam about the shop looking for them. An assembler wants his parts served to him without having to hunt for them himself, or loaf while they are being found.

Not all the "loafing" done by workers is due to their wanting to loaf.

The workers want a better and more efficient foremanship. He wants foremen who know their business; who are leaders and not drivers; who are fair and believe in the "square deal"; who are sympathetic and human; who can interpret the ideas and ideals of the management to them.

The Almighty could be in charge of a shop, but if the foremanship was wrong; if the "contact bosses" were at all unfair or unsympathetic, would the Ten Commandments be properly interpreted?

Go into your shop and question your men at the machines and benches. If you really get to them, you will find that your workers are hungry for proper methods of control; for better shop conditions; and for able

(Continued on page 314)

Brains Brought One Fame—Oil, the Other

An Irishman Who "Found Himself" Here

IN 1898 when Seumas MacManus first left Ireland he carried with him a number of manuscripts which he had been preparing for a year or so. Upon reaching New York he made the rounds of the magazine offices, presenting himself and his manuscripts. He fully realized that he was unknown, but he knew he had lived the life of the people he was writing about, that he had been able to sell some of his stories in Ireland, where they had seemed to please, and so he was willing to try his luck here.

It will be more interesting to give the account of his first trip to the offices of the magazines in the words of Seumas MacManus, himself:

"I went to the editor of *Harper's*, Mr. Alden—a man then of advanced years—and as I was dressed in mountain homespun this struck his attention. He leaned back in his chair and listened to what I had to say. He seemed to be interested immediately, but I think he was more interested in the suit than in the subject. When I had finished my story he asked that I give him some manuscripts. I gave him seven. This was Wednesday, and he told me to come back on Friday, when he would be able to advise me, at least.

"On Friday at three o'clock I was there, but I had been walking up and down outside for at least an hour ahead of time. When the hour struck, I went into the office, and the kindly old man pulled the manuscripts out of his drawer, saying, 'I will take six of these.' Then he added, glancing at me make-up, 'Maybe you want some money now? I will pay you for one of them!' I was almost completely out of money, and naturally I was overjoyed. Mr. Alden then wanted to know how much he should give me for one of them, to which I responded that I did not know what the market rates here were—I only knew that in Ireland I had gotten half a sovereign for three years' work. He said, 'How would \$100 strike you?'

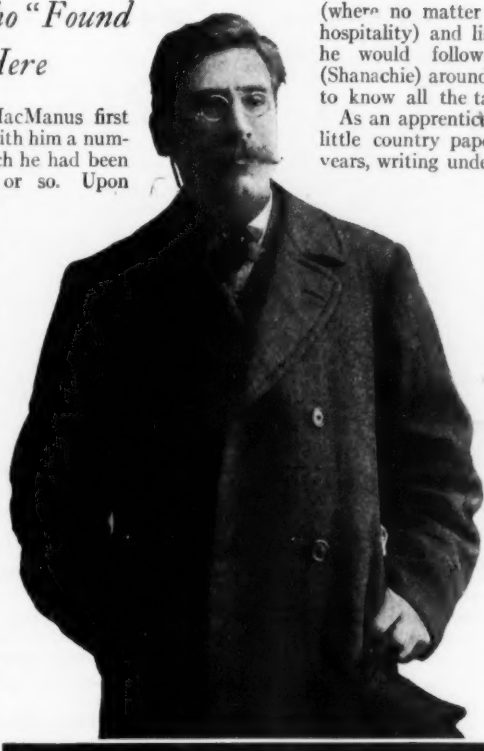
"It struck me dumb.

"He gave me a check, and as I rather suspected that he was playing fast and loose with Harper's money, I hurried away to cash the check immediately."

But let us cut back to Ireland when Seumas was a barefoot boy in the hills of Donegal, where he worked early and late on his father's farm, while he attended the little village school during the day at Glen Coagh. Later, at the age of eighteen years, he became schoolmaster MacManus of this selfsame school. But he recalls most vividly his boyhood days, when in the evening after the chores were finished, he would visit from house to house

(where no matter how poor, they were rich in hospitality) and listen to fireside tales, or when he would follow the professional storyteller (Shanachie) around, until the boy Seumas learned to know all the tales by heart.

As an apprentice in writing, he started on a little country paper, and contributed for three years, writing under the name of "Mac." At the end of three years' work the editor sent him a check for half a sovereign, or \$2.50. Later, a Dublin weekly paper was started which ran a prize contest for the best story of "A Ride on a Jaunting Car." The prize was to be a week at a very beautiful watering-place, with all expenses paid. A few months before the young man Seumas had had an interesting and humorous pleasure ride in a neighboring county, so he wrote it up and sent it to the Dublin weekly. After watching patiently each week, one month later, to his great joy, he saw his name at the head of the paper as the winner. It was this incident which gave Mr. MacManus his first real feeling that writing was to be his calling. Today he is known wherever English is read.



Seumas MacManus. In Ireland he wrote for three years—and received about \$2.50! Here the first manuscript he submitted brought \$100.

mistake concerning his nationality. His brogue is delicious and carries with it a breath of Erin. His voice is deep and melodious, putting rhythm into the most ordinary expressions.

In his novel, "A Lad of the O'Friel's," Mr. MacManus says he has portrayed much of his own boyhood life in the character of Dinny O'Friel. He has lived the life of the Irish people, dreamed their dreams, known their joys and sorrows, and he weaves into his stories the description of much that he has experienced. Even when he talks of fairies, in which he believes, you feel as though you could believe with him. He is not only the Irish poet and the writer of folklore, but the playwright, the prose writer, the historian and the story-teller—but what is more, he has given much of himself to everything he writes and does.

Today the views of all prominent Irishmen on the Irish question are of unusual interest to the world. Mr. MacManus wishes to see Ireland free.

Leonie Nathan.

The Richest Indian

THE richest Indian in the world; such is the distinction that Jackson Barnett, of Henryetta, Oklahoma, holds. To his credit in Washington there is more than \$4,000,000, to which he is adding a royalty income from his vast oil-well leases at the rate of \$200,000 annually, an infinitesimal part of which is used for his necessities and simple wants. Despite his wealth the possessor of this vast fortune is an untutored ward of Uncle Sam.

Jackson Barnett is sixty-nine years old, and was born near Fort Sill in the Old Indian Territory. He differed in no wise from any other Creek Indian baby, and was educated in the lore of the woods the same as the other Indian children with whom he was reared.

Six years ago oil was first discovered on his original allotment of land near Glenn Pool. Riches began to pour upon him from these oil-wells in such magnitude that he had little, if any, conception of what they meant. All that he realized at first was that he had no reason to want for anything. The Government, however, then stepped in, realizing that Barnett was incompetent to manage his great estate. It sought to protect him in his property rights, as it did all other Indians. Fearing that Barnett might be made the victim of avaricious and unprincipled swindlers, Uncle Sam appointed a guardian over the millionaire redskin.

When the Cherokee moved to Henryetta his guardian saw to it that he was located in a comfortable home on thirty-six acres of farm land near that city. The guardian assumed personal charge over the affairs of the swarthy multi-millionaire and saw to it that he had a housekeeper, a body servant, and a special cook. The home was pleasantly furnished, the little farm stocked with live stock and poultry, and altogether life was made pleasant and carefree enough to suit even the most fastidious white man.

During the past six years the oil-wells on his lands have gushed forth more than 14,000,000 barrels of crude oil, one-eighth of which is paid to him in royalties, his income now reaching close to \$50,000 a month.

When the Government, after entering the World War, issued the call for financial assistance Jackson Barnett, full-blooded Cherokee, answered as readily as did the younger members of his tribe answer the call for men. Ignorant ward of this same Government, he was one of the first of Okmulgee County citizens to show his patriotism in the purchase of Liberty Bonds, and by most liberal contributions to all of their war aids. As each successive bond issue was placed on the market, Barnett became a heavy purchaser, with the result that today he is a millionaire in Liberty and Victory Bonds alone.

Like a great many of his white brothers Barnett little realizes the power of his millions for good or evil. He merely understands that he owns a great sum of money that daily grows greater and greater.

E. Leslie Gilliams.



The "untutored ward of Uncle Sam"—Jackson Barnett, whose income is so great he can't spend it. Six years ago oil was discovered on his land in Oklahoma.

What Mr. Harding's Problems Are

(Concluded from page 293)

Britain, and that steps shall be taken to secure the complete independence of the Irish Republic;

(5) That we shall develop our merchant marine so that the American flag shall be carried by American vessels into every port of the world, and shall abrogate all treaties of commerce with other nations, giving us the privileges of their ports, which in any way interfere with or tend to hamper us in our purposes;

(6) That we shall adjust the tariff rates so as to retain the domestic market for American merchants and manufacturers, and further extend our export trade which has had such marvelous development during the past seven years;

(7) That deflation as far as it affects farm products (wheat, cattle, wool, etc., etc.) shall be at once arrested

and prices maintained, and that the cost of bread, meats, and clothing shall be materially reduced to the consumer;

(8) That we shall repeal excess profits taxes, take off all sur-taxes and further make reductions of the general income tax, and continue all the civic activities of our Government without laying further burdens on the people by way of new taxes;

(9) That we shall maintain the present standard of wages being paid to our millions of employees engaged in the transportation service and retain rates of transportation companies so as to maintain them at higher efficiency;

(10) That we shall restore America to a condition of "normalcy" as it existed before the war and see to it

that America keeps step with progress and maintains her advance position in all the affairs of the world.

This is indeed a great task and of course involves vexatious problems for members of the coming administration. It is the duty of the opposition party not only to refrain from any policy of obstruction, but also to help in a constructive way in bringing about all these desirable ends, and I am quite sure such action can be relied upon with confidence.

If these expectations of the people can be met, then Mr. Harding will be proclaimed, not only during this generation, but also during those to follow, as one of our greatest Presidents. In my humble opinion if there is failure to meet these expectations, then his name is Ichabod.



A convention at an experimental station. Thanks to the advent of the automobile, the farmer no longer has difficulty in meeting his friends for miles about; and, thanks to the fact that he now realizes the value of co-operation, he makes a point of meeting them often.

Mr. Farmer Gets Together

The Politicians Having Failed Them—After Getting Their Vote—The Men Who Feed the Country Have at Last Decided to Help Themselves by Co-operation

By CHESLA C. SHERLOCK

SOME years ago there was a wreck on an Iron Mountain train down in the Missouri Ozarks. A boulder dislodged itself from a hillside and crashed down upon the train.

A farmer who was comfortably seated in the day coach suddenly found himself with his head jammed through the cushioned seat in front.

He commenced to pray, and in a loud, excitable tone called upon the Almighty for help.

A fat lady, who had been thrown to the aisle, arose with some difficulty. Her eye chanced upon the pilloried farmer.

"Huh!" she snorted, "why don't you try helping yourself? Th' Almighty's too durned busy to waste time on th' likes of you!"

At the risk of spoiling a good story, but for a purpose, we will add that the farmer extricated himself without difficulty, none the worse for his experience.

For some years the farmer has been in a position similar to the good Missourian. He has been calling for help; and his appeals have fallen on unresponsive ears. He has called upon great political parties; he has been greatly flattered by them, and, strange to say, after the votes were cast, has found himself out of court. He has joined this or that movement in the hope that economic salvation might be in store for him.

He has, in the parlance of the street, been willing to "try anything once," in his wild search for a solution to his problems. If some of you are amazed when you read in the daily press that thousands, even hundreds of thousands, of the farmers joined the Nonpartisan League in the Northwest, and are doing so even today in spite of its confirmed socialist and disloyal doctrines, do not put the farmer down as a worthy member of the pack. More than like it is not "because he loved Caesar less, but Rome more."

It must be remembered that the Nonpartisan organization offered something in the way of tangible results to the farmers, in a direction where they have been wanting "something done." The abuses of the interests controlling foodstuffs and markets in the past, whether fancied or real, had brought about the feeling that the farmer was on the small end of the horn.

POLITICAL demagogues helped along that feeling, just as they are doing today. No class in all these free and independent United States has been roused to fury with the periodical regularity that the farmer has. Then he has been left to nurse his sores as best he could. The farmer was safe ground for this brand of politician because he was not organized. He could do nothing after his votes had been cast.

In fact, it has been a standing rule in politics and "big business" these many years to keep the farmer from getting anything like a representative organization. Let him try it and the proverbial "monkey wrench" appeared from some mysterious source and his little pet organization broke up in discord, distrust, or sank to oblivion of its own accord.

The Grange, the Equity, the numberless other farmers' organizations which were to lead the wanderers into the Promised Land, have all gone off on such a tangent. Those that survive are, for the most part, defunct political organizations of no more import or influence than local clubs.

Having passed through his period of clamor and ap-

peals for help without avail, the farmer is turning to the last and the sensible course of action. He is getting together. He is rolling up his sleeves and helping himself. He realizes that no one is going to save him if he does not save himself, and "saved" he most certainly proposes to be.

This is not new. There is a striking parallel in the case of labor. So long as labor was a great irresponsible mass, the politicians and the demagogues periodically incited them "to rise and mutiny" for the benefit of the party. But since the laboring class has learned the wisdom of sticking together, the politicians have been extremely chary of all matters pertaining to that class.

Whether we agree with labor or not, the fact remains that everyone must admit that the laboring class has perfected a powerful organization. Our late experience with the coal miners is sufficient to recall that. But most of the chills that played up and down the spinal columns over the land that fall came from the thought that all unions, transportation, mining, industrial, might join hands. What then?

The farmer, in perfecting his organization, is following a singular parallel. He is building just as the great labor organization was built.

The laboring man started with his local union, then he organized these all into a single union in the particular branch of industry. These, in turn were merged into State and National federations.

LIKEWISE, the farmer is building on the local organization. It is called a bureau, and is based upon county membership. These local bureaus are, in turn, merged in State and National organizations. The designation is: "The Farm Bureau," and like the national organization of labor, The American Federation of Labor, The Farm Bureau proposes to concern itself with every

single problem of importance to the farmer, either in buying or selling.

The Farm Bureau is now an accomplished fact, but it does not at the present time form as interesting a basis of study of the new temper of the American Farmer as some of the strictly local enterprises in which he has interested himself.

With these facts and observations in mind, we can now proceed to a more intelligent consideration of just what the farmer is doing in various sections of the country to work out his economic salvation.

It may surprise many people to learn that the American Farmer has entered big business. The word "big" really ought to be capitalized, for it is B-I-G.

TAKE Minnesota, for instance. The farmers in that State alone have joined in more than 1,800 separate business enterprises on a co-operative basis. Right away, I sense a smile running through the audience.

"Oh, cheese factories and creameries!" you smile. "That might all be true, but it doesn't affect anything but the dairy business!"

Let us see! Take live-stock shipping, for instance. Last winter when I went to investigate these co-operative concerns in Minnesota, I found that there were more than 500 of these associations in the State. And they were not doing a puny business, either.

At Glencoe the farmer's shipping association was sending from \$6,000 to \$13,000 worth of live stock to market every week in the year. The annual total of business transacted in this little town of one thousand population, is, on the average, \$500,000.

The largest association in the State, at Hutchinson, does an annual business of \$700,000, due to the fact that it is on two railroad lines and has better transportation



If any city dweller believes that the leading dairymen and farmers of 1921 are not "sold" on the idea of efficiency, all he has to do is to visit any successful farm from Maine to California in order to learn that he is wrong. [This snapshot shows how cows are milked today in thousands of dairies.]

facilities. The pioneer organization in Minnesota is the Litchfield association, which was organized in 1908. It did a business last year of \$550,000.

When I asked a St. Paul man who is in close touch with the live-stock shipping associations what he considered the total volume of business of all such associations for the year to be, he replied:

"Well, there are over 500 associations in the State doing business at the present time, and more are being organized every week. The Litchfield association is the oldest and it is about the average in volume of business transacted. If you want to get a fair idea of what the farmers are doing in live-stock shipping, multiply the number of associations in the State—say, 500, by the business done at Litchfield last year. What is the result? \$275,000,000! I rather think it would run \$300,000,000 without stretching it a bit!"

Later, I asked a buyer at the South St. Paul stockyards how many animals came to market from the farmer's live stock shipping associations.

"If I wanted to be conservative," he said, "I would say that seventy-five per cent. of all live stock that came to the yards last year was shipped by the farmers themselves. If I did not want to be conservative, I would say that every d—d animal was shipped by them!"

SUPPOSE we follow this live-stock shipping business through to its logical conclusion. What effect has this great activity of the farmers in this one direction had upon local conditions, upon State conditions?

Said my St. Paul friend: "The associations have been successful because they have a distinct mission and they are performing a service, the need for which has been manifest for years. The story of one local is the story of them all."

"As a result of these co-operative organizations the local stock-buyer, as a species, has become practically extinct. In a remarkably large number of instances these farmer organizations have hired the local buyer as their manager, and in the majority of instances the arrangement has been satisfactory."

"There is nothing romantic or sensational about their business operations. They simply return to the farmer the highest possible price for his product, a condition when honestly administered which is always satisfactory to the average producer."

This is not all. The farmers have not confined themselves to live stock alone. They have grain-shipping associations, which handle all of the grain they send to market. At Glencoe, the manager of the local association told the writer that they had handled 100,000 bushels of wheat alone the previous year.

"The farmer brings his grain to the elevator," he said, "and it is weighed and he is paid on the spot. No deduction is made for shrinkage or loss. He gets his money spot cash, for weight at delivery to the elevator, rather than in the form of dividends at the end of the season. In fact, all of our local organizations pay spot cash."

A little later in the day, I visited the Glencoe creamery. They have just moved into a new \$35,000 fire-proof building. The creamery did a business last year of \$456,640. It employs seven people the year around, making it Glencoe's "largest" industry. They did a business of \$85,000 in fresh eggs alone, shipping eight carloads last season.

The average price paid for fresh eggs to farmers in Minnesota last year was 36 cents per dozen, but the Glencoe association paid its patrons 41 cents per dozen,



The farmer long ago discovered that sessions like this—with a Government expert doing the talking—were decidedly worth holding, and today the lecturer on agricultural subjects is always sure of an audience.

or a total of more than \$10,000 premium on the year's business.

At this rate, the farmers around Glencoe are making enough extra from their market eggs to pay for their creamery building in three and one-half years! If anyone is wondering what is back of these farmer's co-operative associations, let him read that statement over again.

But there is another creamery association which has done even better than the Glencoe folks have done. I refer to an association over in Stearns county—at Cold Springs, to be exact.

According to A. J. McGuire, agricultural extension division, University Farm, St. Paul, this association paid its patrons 75 cents per pound for butterfat last year.

"This price," said Mr. McGuire, "is at least 7 cents higher than the farmers would have received had they not been organized and built their own creamery. The extra price they receive on the year's business will amount to more than the cost of the creamery!"

REPORTS from 209 of these co-operative creameries in Minnesota submitted to Mr. McGuire showed the following significant items: "Fifty-five associations paid from 80 to 82 cents per pound for butterfat; 77 paid from 75 to 79 cents; 42 paid from 70 to 74 cents; 24 paid from 65 to 69 cents; 11 paid from 59 to 64 cents."

But the farmer is not confining himself to these products so close to him. His dip in big business is with a vengeance. Anywhere and everywhere that he can get a foothold, he is organizing and taking a hand.

He has his own flour-mills all over the State. Notable among these are the mills at Glencoe, Anoka and Northfield. He has grocery stores, drygoods stores, implement houses, lumber yards, mail-order houses, clothing stores.

He does his own jobbing, going and coming. His live-stock shipping associations, his creameries, his egg and poultry produce associations, his grain-shipping associa-

tions, all serve him as his jobber on the one hand; on the other, he has learned to bunch his purchases and buy in carload lots in order to save freight and the jobber's "rake-off."

At Glencoe they told me that sugar was bought by the carload and distributed at the tracks at cost to the farmers; canned goods are bought in the same way, as are soap, tankage, feed—even dress-goods are ordered by the bolt.

Farm machinery and implements are ordered in the same way. The farmers order a carload at a time. It saves freight and gives them a far better price.

In fact, the farmers of Glencoe are doing sixteen or eighteen separate and distinct forms of business, either on the selling or buying side. And Glencoe presents a good example of what will soon be found all over the farming communities of the country. The farmer has had a taste of co-operation, and it is not written here or elsewhere that he will be denied.

What has happened to the economic structure in the communities where the farmer has had his inning? The effect has been to destroy the local business men who found themselves in competition with the farmers.

John Albrecht, manager of the Farmers Elevator at Glencoe admitted this when I questioned him concerning the manner in which they had won the local trade.

"We were not satisfied with conditions here," he said, "so we organized the elevator down the tracks and went into competition with the other elevator owner. In six months we bought his elevator at our own price."

"In other words, you boycotted him?"

"Yes, naturally."

YOU already have the testimony of a St. Paul expert to the fact that the local live-stock buyer is practically extinct as a species in Minnesota. So is the local grain dealer, the creamery man, the poultry and egg-produce dealer. They cannot stand in the face of the farmer competition because the co-operative associations have a monopoly of the stock in trade.

This has had, and will have, as the movement becomes more common, an imperishable effect upon the community development in small towns and farming communities. Anyone who visits Glencoe can read that in the atmosphere of the town.

Ten years ago the census reported Glencoe with a population of 1788 souls. Today the old town will have to hustle to show 800 people. A few co-operative associations in a community may not have a very marked effect upon the business life, but where a town is as strongly organized as Glencoe, it does have a strong effect.

For the various lines of business are monopolized by the farmers. Competition is destroyed and the town loses the pep, the initiative, and the enterprise of so many business men. Likewise, it loses much in taxes.

The greatest crime of the co-operative association is against the local community, for it saps the blood out of community development and stagnates progress.

It is doubtful, however, that the country will ever be organized, generally speaking, to the extent that Glencoe, Minnesota, is. If it is—well, all will not end in disaster. Things tend to correct themselves.

The Farm Bureau movement only chart to which the farmer may eventually whether he can ever get together or business—big business—is no longer. He is succeeding beyond his wil-



"The farmer is in the field and his sleeves are rolled up. In fact, his feet are planted on the ground of the co-operative enterprise and he is taking a hand in big business." When this picture was taken, however, the subject of big business was, for the time being, forgotten.

"The Four Horsemen" in Motion Picture



A Motion Picture in Which 12,000 Persons Were Engaged

Most spectacular in the film story of "The Four Horsemen of the Apocalypse," by Ibanez, are the battle scenes. Shown above is the retreat of the French army in 1914. Following its passage come in turn the German bombardment and the German occupancy of the Marne territory, when Giulio, the hero of the play, fights for France.



The Centaur

Readers of the novel by Ibanez will recall "the Centaur," the ranchman of the Argentine who defied both age and convention. Here is the screen version of him. The eccentric old ranchman, more than half libertine, is founder of the family with which the story is woven. The scenes in the Argentine are full of color and action.



The Bombardment

An entire village, big enough to house 6,000 persons, was sacrificed to the process of making screen warfare convincing. More than 500,000 feet of raw film was exposed in the filming of the famous war story.



What Was Left

The Marne village as it was when "the German Uhlans" entered it. Fourteen camera-men were employed to "shoot" the big scenes from every angle.

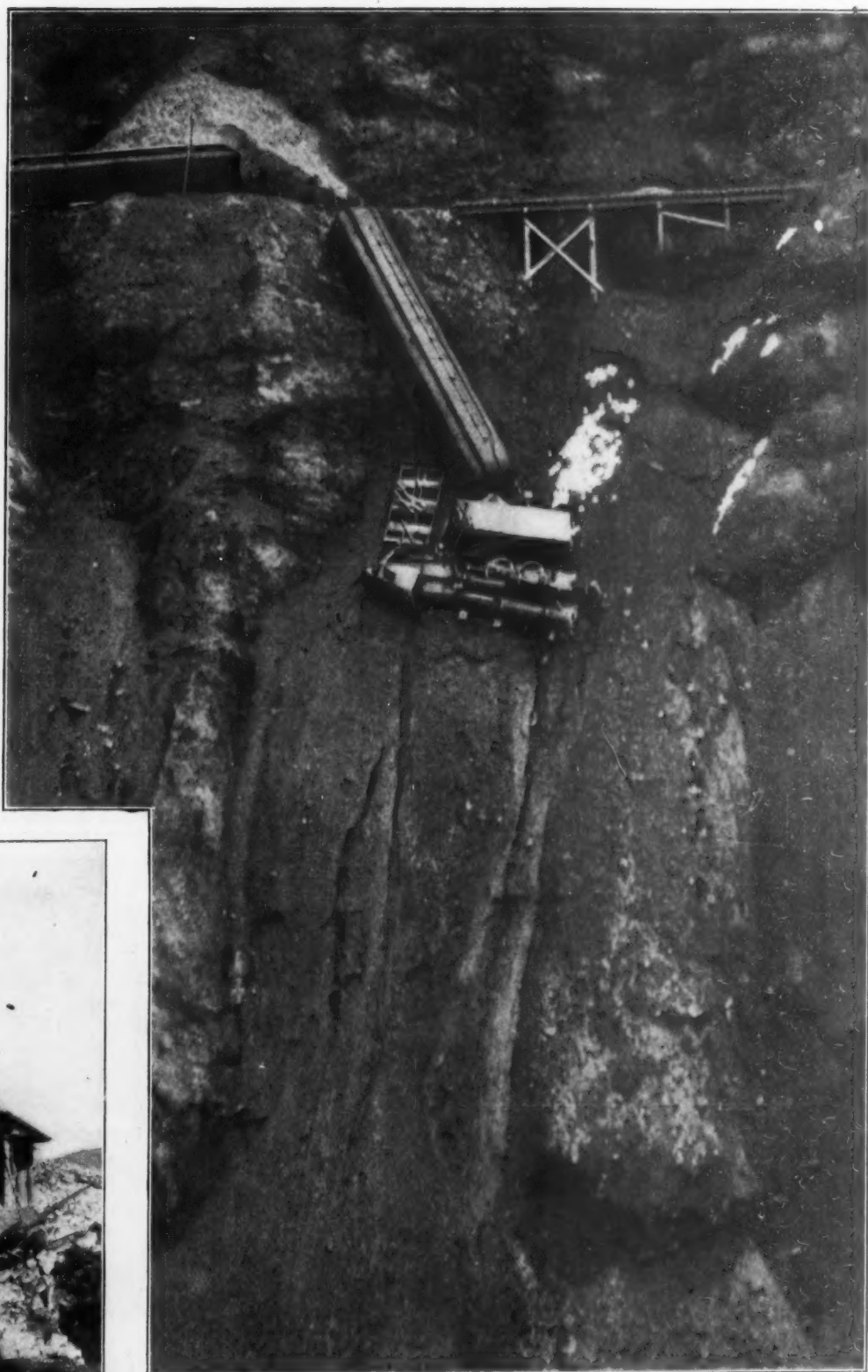
Promised
Those that survive
political organizations
than local clubs.
Having passed through

Pictorial Digest of the World's News

THOMAS DICKE

A Miracle in the Canadian Rockies

A REMARKABLE photograph of a train wreck in the Canadian Rockies. While rounding a sharp curve the train ran into a rock slide which covered the tracks. The engine leaped the track and plunged down the side of the canyon toward the river, half a thousand feet below. When on the verge of taking the final leap, in some miraculous way it caught on the edge of the perpendicular cliff. Had it rolled two feet further it would, of course, have been dashed into a thousand pieces on the rocks below. Fortunately the passenger cars did not follow the lead of the runaway. Had they done so this extraordinary photograph would probably never have been taken. The oldest residents in the Northwest cannot remember a stranger wreck than this one. It required several days' hard work to salvage the engine and baggage car—but both were saved.



KARL & HENDRY

In Wrecked Tepelena

THE most terrific earthquake in hundreds of years recently shook little Albania. The towns of Elbassan and Tepelena were wrecked, two thousand houses destroyed, and many people killed. This is one of the survivors in front of his ruined home.

KARL & HENDRY

Not Built for Beauty

SOME of the temporary structures that are sheltering the survivors of the great Albanian quake. The American Red Cross has done yeoman's work in helping the eighteen thousand homeless ones.

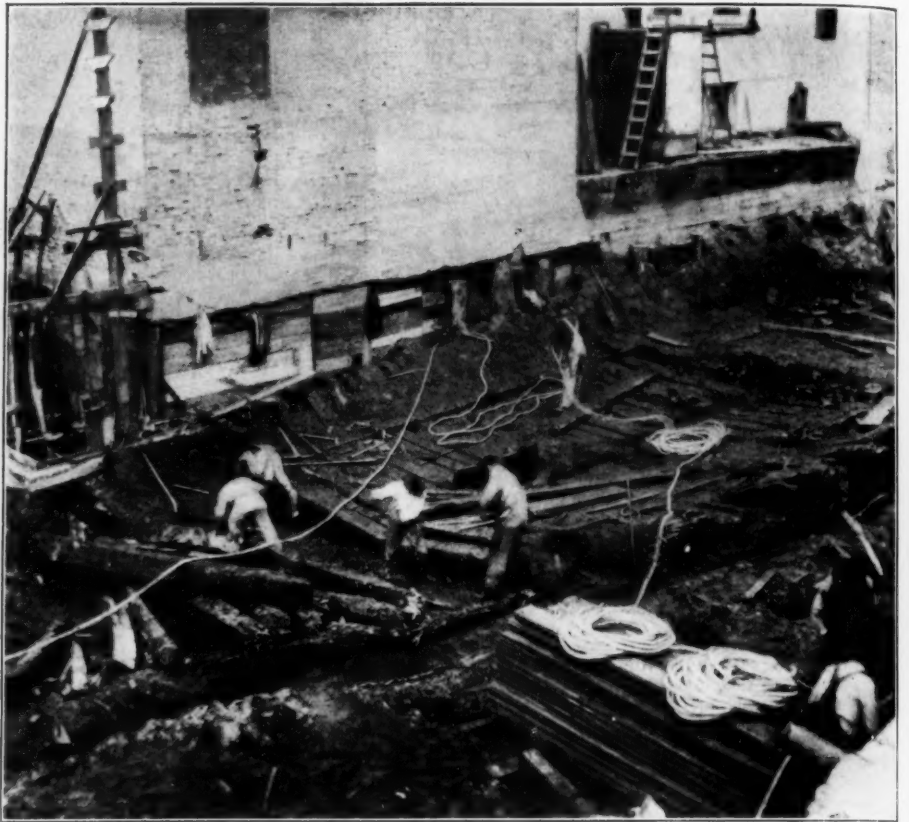


Pictorial Digest of the World's News



Saving Lives in San Diego

THE caretaker of the "European child cemetery" in San Diego replacing a tombstone with a flag, which costs ten dollars. Each flag means a life saved abroad, according to a man who ought to know—Mr. Hoover.



A Strange Find Under the Shadow of San Francisco's Skyscrapers

IN the heart of the business section of San Francisco, and over a mile from any navigable water, the remains of the famous old prison ship *Euphemia*, one of the maritime "forty-niners," were recently unearthed fully thirty feet below the surface of the ground. The discovery was made during excavation work for the foundation of a new Federal Reserve Bank building.



The Hunting's Good in Alaska!

AS the late Jack London and others would have us believe, the hunting is good in Alaska! This is George C. Bickley, Fish and Game Commissioner of the Hawaiian Islands, with some of the trophies he recently brought back from the far northern land. Included in the collection is the pelt of the largest grizzly shot in Alaska lately.



Nungesser Decorates a French Grave in America

CHARLES NUNGESSER, Captain in the French aviation corps and one of the most famous of the Allied "aces," decorating the grave of General E. M. Bechet, Sieur de Rochefontaine and Adjutant-General of the French forces at Yorktown in 1782, during the Revolutionary War. In the group Captain Nungesser appears in uniform.

The Camera's Record of Notable Events



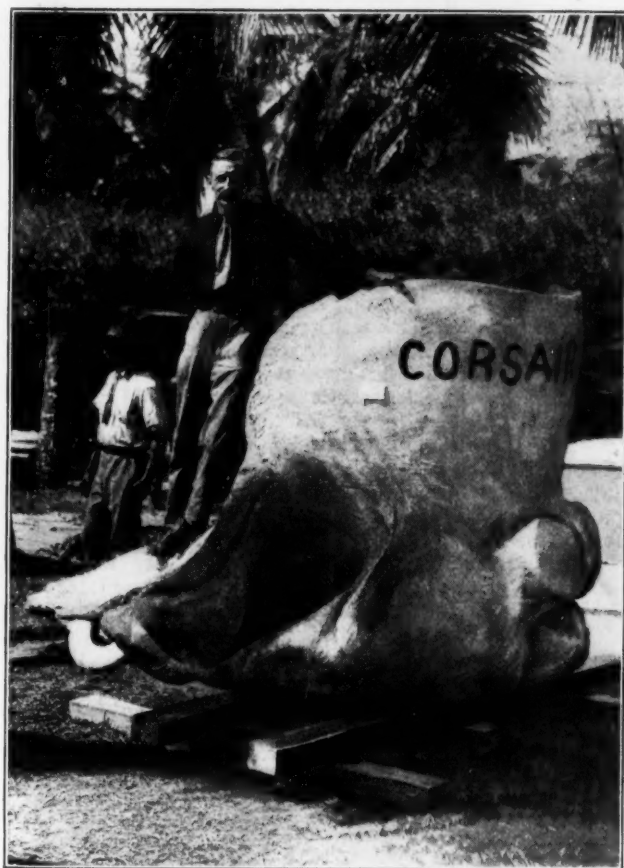
WIDE WORLD
Enter Nice, Laughing

CARNIVAL succeeds the grim pageant of war in the photographic news from Europe. Here is a section of pre-Lenten gaiety at Nice, where visitors from bleak latitudes thaw themselves annually in the warmth of the Latin temperament. There is little doubt that the carnivals of southern Europe are a survival of the old Roman festival of the Lupercalia. There is also not the slightest shadow of doubt that the people who attend them enjoy one of the most delightful festivals to be found anywhere in the world.



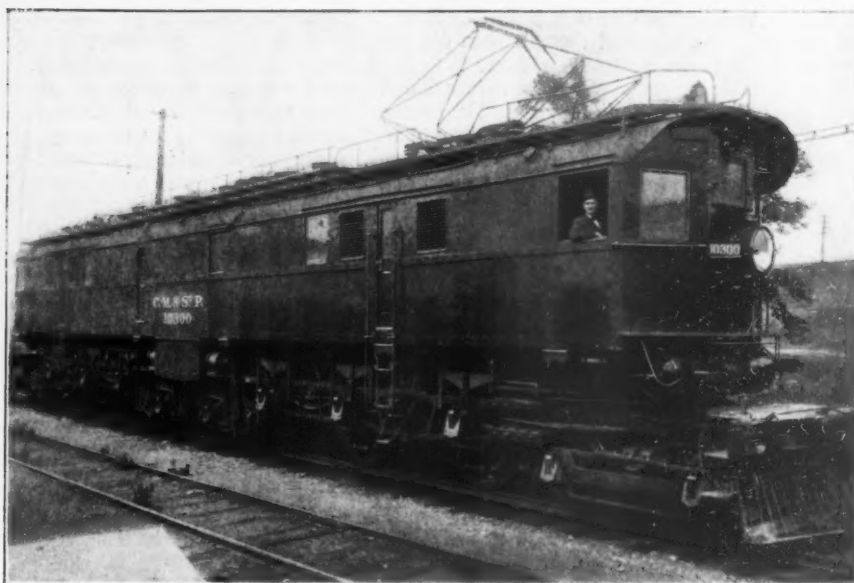
WIDE WORLD
They Are Surrounded by 100,000,000 People

IT sounds like a paradox, the fact that the population center of the United States is a farm. Mr. and Mrs. John Herrin, of Whitehall, Indiana, own this distinguished bit of real estate, which is eight miles west of Bloomington.



LYONS WOOD
An Unidentified Giant of the Deep

THE ancients peopled the sea with terrific creatures of their imagination, and so fascinating is the deep that moderns grasp eagerly at any stray hope that the ancients might really have "seen something." The carcass of a sea monster at least 80 feet long was recently rescued from the sharks off Soldiers Key, Florida. Above is shown part of the skull-bone. It weighed three tons. One of the octopus family, said the scientific guessers.



FRUTO R. L. CLARK

Largest Locomotive in the World, a Monster of 42,000 Horse-Power

THE ever shifting honor of possessing the largest locomotive in the world belongs for the moment to the Chicago, Milwaukee and St. Paul Railway, which has just placed this electrically driven giant on its mountain division in western Montana. The locomotive is ninety feet long. It has a capacity of 42,000 horse-power, and it is capable of hauling twelve Pullman coaches over any grade on the system at the rate of 65 miles an hour. The weight of the engine is 275 tons, and the weight of the oil, sand and water which it is equipped to carry is 42,250 pounds. Its total wheelbase is 79 feet, 10 inches. Sixty inches is the diameter of its extraordinarily powerful drivers.

EDITORIAL

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More Work and Less War

FOR two generations a senseless, needless, wasteful warfare between employers and employees has robbed industry of its rewards, taken vast toll of invested capital, and laid immeasurable burdens upon all the people. Selfishness and ignorance, the prime causes of this conflict, are as old and as false as human nature. And if the struggle goes on it will be because these twin enemies of the human spirit still retain their power. There are other and nobler motives, of course, but they are and have been diluted and obscured by these primal infirmities which, since time began, have shadowed the individual intelligence and blocked the social progress of the race.

The main outlines of the story are plain. With the application of science to the laws and forces of nature the productive power of men increased enormously. Great aggregations of wealth meant great power and this power was directed toward the getting of more wealth rather than to the making of bigger and better men.

When the employer ceased to be an individual man and became an impersonal, absentee corporation, the old human relations between employer and employee faded away. The worker found himself reduced to the level of the machine with the difference that the machine was under the care of a skilled mechanic, and received more care and thought than did the man.

The inevitable happened. Men are *not* machines. Industrial relations are and always must be human relations. So the worker organized himself into an impersonal organization for the purpose of protecting the individual by mass action. Power lined up against power. The strike, which is a destructive instrument, was the chosen weapon of offense and defense. After awhile, with the training of leaders and the accumulation of financial resources, other agencies, such as legislation, were employed.

And thus our wonderful industrial life broke up into two opposing camps, saturated with suspicion, devastated by violence. No more colossal failure was ever registered by intelligent men.

In spite of the fact that employer and employee have worked so long with the sword in one hand and the trowel in the other, they have achieved amazing results in the production of wealth. But it is plain to the most superficial observer that if these two parties to industry had worked together; had pooled their interests; had kept a human touch with each other and with the community, the economic and social results would have been so much greater as to stagger the imagination.

Now in this period of economic depression we have reached a breathing spell. Labor leaders are working desperately to perpetuate and strengthen the organization which has been so useful as a war instrument. The organization has superseded the individual man

in importance. Indeed, with all the good it has accomplished, the union has certainly keyed industry to the poorest worker, stifled initiative and individuality and dehumanized the very relations which originally it helped to make more human and just.

Employers are now organizing to free themselves and their non-union employees from this tyranny. So we see the two armies facing each other in preparation for a gigantic struggle which will be the most wasteful and wicked, because the most needless, in history.

The Task Before the New Administration

By BRANDER MATTHEWS

IT seems to me that there are two tasks awaiting the new administration. The first is simple and easy. It is the restoration of representative government. The second is complicated and difficult. It may be defined as house-cleaning, and it includes the cessation of wasteful extravagance of expenditure, the adoption of a scientific budget system, the revision of the hastily voted tax legislation, and the dismissal of the partisan incompetents who are rendering little or no service.

There are enough sane, reasonable, and just men on both sides to avert this calamity if they will only permit themselves to get together. The red radical and the white reactionary are equally hopeless. But the every-day manual man is square. The trouble is he does not know. He is not trained to think a problem through in terms of its relationship. He thinks only in the iron-bound, air-tight compartments of class and immediate self-interest.

The open shop is a big issue. But it is only a symptom—a mere gateway into the main question. It will settle itself if the whole fabric of productive industry is placed upon a solid foundation of justice, confidence and co-operation.

The great truth is that industry is one. It can not be divided into warring sections permanently, any more than the hands and eyes can carry on apart from the brain or body. By co-operation both capital and labor will receive a much larger reward, more justly distributed and more honestly earned. And society, whose servant industry is, will profit by industrial peace to an extent hard to realize. Instead of destruction let us have production. Instead of wasteful warfare let us have constructive service. We must make our choice between these alternatives.

The Puritans Not Blue Lawyers

THE fashion of covering the lame of the Puritans with the obloquy of the Blue Laws is not new. It has been swinging along now these three hundred years. The gibe of the mocker and the flippancy of the cavalier have raised many laughs. But "those who met them in the hall

of debate or on the field of battle did not laugh." That infirmity of human nature which ascribes all reactionary tendencies to the defenseless dead explains the thoughtlessness of linking the Puritans with laws common to all the Thirteen Colonies, as well as to the age. The satirist does not point his pen at Washington because he owned slaves, at Columbus because he was once a pirate, at Christianity because its ecclesiastics once burned heretics. All historians agree that the Puritans were the most extraordinary body of men who ever lived in this world. They did their work with an immutability of purpose which still arouses the wonder and fear of softer minds. In crashing down great wrongs they smote some little rights. After living so hard and doing so much—after laying the foundations and building the walls—it is ungenerous for us, standing in dalliance and security, to reproach the builders with neglecting to embellish the structure with sunbeams and flowers.

Solving the Race Problem

IT is a glowing sight to see the old chivalrous sentiment of the Southern people reassert itself in the recognition that the race problem can not be solved by mob-power, mind-power nor shame-power. It may only be solved by heart-power. White men everywhere are beginning to realize that what is sacred in their persons is sacred in the black man's also. They see the black giant stand in the labor market, piling the mound of wealth. They saw him stand in the storm of shells, and, looking down in the grave where the Legion's dead are mingled, they feel the surge of a strange thought—the black American, in the hour of glorious death, is at last "flesh of our flesh and bone of our bone!"

That thought, expanding, radiating, fructifying kindred thoughts, will solve the race problem slowly, perhaps, but as surely as the stars are in their courses. Even now we white men are looking closer at the story of the Negro, and see ourselves living afresh in the black American. We see him groping amid those forms of development evolved by the white man through ages in the painful climb toward civilization. The brain of the Negro is growing like our brains grew; his powers enlarging like our powers; his wonder, his despair, were once our emotions. He is asked to learn in a few years what the white man has written in fifty centuries.

We are beginning to see that the Negro may only learn the white man's way through the white man's sympathy. All institutions are dumb until interpreted by kindness and will give no light to a new race until the altar of justice smiles with friendliness. We are beginning to see that as comrades in our dangers, as co-laborers bearing our burdens, as fellow-citizens sharing our opportunities, as friends in the kinship of understanding, we must tread the paths of trial and safety as fellow-Americans.

The War Department's Spree

Inside Facts That Show How America's Billions Were Squandered During the Shocking Wartime Saturnalia of Waste

By PAUL V. COLLINS

A CONGRESSMAN was asked why the public had not been more fully informed concerning the scandalous waste of money connected with the War and its aftermath. He replied:

"We have not dared to bring it to light, for the exposure would make Bolsheviks too fast."

He declared the waste was too awful to be made public, before a change of administration gave assurance of relief and reparation.

The Congressman spoke with deepest feeling. He was right. The more I delve into the evidences, the more criminal stand the men highest in authority, the more despicable the wolves which preyed upon the proceeds of the investments in Liberty and Victory bonds—investments of faith in the upholding of the men who were standing ankle-deep in mud, drenched in rain, half-sheltered in shell-torn trenches, or riding the skies in "flaming-coffins" of defective airplanes.

In order that we may consider the details of the financing of the War Department, with the proper perspective of its relation and proportion to other expenditures of Government, look at the scientific analysis of Government expenditures made recently by Dr. E. B. Rosa, of the United States Bureau of Standards. It is the clearest, most exhaustive charting of expenditures ever produced.

His "Figure C" shows that the average proportion of the Army and Navy disbursements during ten years (inclusive of the war), from 1910 to 1919, was 39.67 per cent. of the whole national budget; but "Figure A" (covering 1920, alone) shows that the Army and Navy for the last year expended six and one-half times as much as the annual average during the whole decade (including the War period), yet the War army had been completely demobilized prior to 1920. True, the Army and Navy in 1920 cost only twenty-five per cent. of the entire budget, but the total expenditures have not increased, materially (outside of the Army and Navy), except in that sad burden of "Obligations Arising from Recent and Previous Wars," which has sprung from \$163,807,961 (14 per cent.), up to \$3,855,482,585 (68.06 per cent.). All civil activities of the Government now amount to 31.94 per cent., while results of wars and the maintenance of the Army and Navy consume the balance of the 68.60 per cent. of the national income—more than double all other financial needs of the Government. These figures, in their astounding percentages, suggest the caliber of man this nation needed for Secretary of War—the biggest, broadest, wisest organizer and economizer in America. How has Secretary Baker measured?

The starting point of the whole incredible chaos of War activities comes in the establishment, by law, August 29, 1916, of a Council of National Defense. This Council of National Defense was created by Congress, at the suggestion of the President, and consisted of the President's cabinet, except the Secretary of State. The law gave its members no power, except to confer with each other. The intent was to correlate all national efforts and available resources, by having these Secretaries of the various Departments of Government confer together more closely than in formal Cabinet meetings, but not, in any degree, to lessen each secretary's responsibility and freedom of action in his own department.

It was provided that this Council of National Defense should nominate to the President an Advisory Commission of seven men, "each of whom should have some special knowledge of some industry, public utility or the development of some natural resource"; or, be "especially qualified." . . . These members of the Advisory Commission were to hold such meetings as were called by the Council of National Defense (or provided by the rules and regulations of the Council); they were to do nothing except advise the Council. The mem-



Former Secretary of War Newton D. Baker. He and an enormous number of his associates during the war will go down in American history as incomparable spenders.

bers were to serve without compensation, which provision resulted in barring all except patriotic men of wealth, or plotters who saw a way by which to create their own reward out of public loot. All their later usurpation of the functions of Government came without the shadow of legal right, and was possible only through browbeating and stultifying and shoving aside the constitutional Secretaries of War and other Departments, and taking direct command over the official heads of Government activities.

There is a great historic precedent for such a crisis as confronted the United States in the days preceding hostilities. It will be recalled that, in 1860, the Republic Convention surprised the Country by nominating Lincoln—the obscure ex-Congressman—instead of the mighty William H. Seward, the forceful leader. Few had faith in Lincoln's ability to meet the crisis, while many recognized in his selection of Seward as head of his cabinet a confession that he felt his own insufficiency and the need of leaning upon Mr. Seward's superior strength.

The first thing that Secretary Seward did was to draft a paper labelled, "The Plan," whereby he would divert attention from the slave question, and unite the whole country. "The Plan" proposed a deliberate

course to embroil this Nation in simultaneous war with England, France and Spain, so that the South would unite with the North in patriotic defense against a foreign foe. Seward proposed that President Lincoln surrender to him a free hand to accomplish "The Plan," giving to him the powers of the Presidency itself.

But the President was President indeed. Noting Seward's self-presumption, Lincoln simply wrote across the preposterous proposition: "If this is to be done, I must do it." Always ready to listen to advice, he, nevertheless did not turn over his functions and responsibilities to volunteer substitutes, but faced them himself.

Not in such adherence to constitutional responsibility did the Wilson Administration face its crisis, though never has such an Ego of self-sufficiency, so superior to advice to himself, occupied the White House. President Wilson, on assuming office, purposely surrounded himself with Cabinet officers whose initiative and administrative abilities he did not rely upon, and when the Nation faced a crisis which made organization and focussing of responsibility imperative, he cast them aside, and substituted illegal and irresponsible service, in place of constitutional officials.

If the members of his Cabinet had been strong men, they would, at once, have affirmed their official responsibility, or resigned from office, as did the strong Secretary of War, Mr. Garrison, together with his Assistant Secretary; and, as later, Secretary of State Lansing was forced to resign, because he had dared, with all the other members of the Cabinet, to confer, in an official capacity, during the early months of the severe illness of the President.

The usurping Advisory Commission went over the heads of the Cabinet Council of National Defense, and gained the all-powerful President as supporter of the paramountcy of the Advisory Commission. Henceforth, the Secretary of War, with the entire Army organization (outside of combative activities) came under the direct and unlawful control of this civilian commission, with Secretary Baker as its "rubber stamp."

The first manifestation of the usurpation of authority came in connection with the building of cantonments.

For many years, the Engineer and Quartermaster Corps of the Army had been making careful studies of what would be required in just such an emergency as now presented itself. Under Colonel (later, General) I. W. Littell, of the Quartermaster Corps, together with General Marshall, Chief Construction Division, and Colonel Shelby, Acting Chief Construction Division, the Country's entire resources of lumber and labor had been surveyed by districts; all details had been worked out and classified with the thoroughness possible only under military exactness in times of peace. Their plans contemplated quick and "semi-temporary" construction of cantonments for an emergency using commercial sizes of lumber; it was later demonstrated that those plans and estimates were within four per cent. of exactness, as tested in actual construction.

But the Advisory Commission had no regard for the work of experienced Army officers. It had its own reasons for using civilian construction for the Army. The fact that General Goethals and the Engineer Corps had built the Panama Canal and all its subsidiary works did not qualify General Goethals' advice with any value; it was cast aside, as was that of General Littell, General Marshall and Colonel Shelby.

So insolent and self-sufficient did W. A. Starrett, a New York architect, Chairman of the subcommittee of the Advisory Commission, become, that he addressed a most significant letter to the Assistant Secretary of War, Benedict Crowell (who was, by profession, a contractor). In this letter he protested against all criticisms of his actions by Army officers, characterizing them as "whim-

(Continued on page 313)



The home of the War Department in Washington. If its walls could speak they might tell a story of extravagance and waste that would startle the nation.

Variety Is the Spice of Life

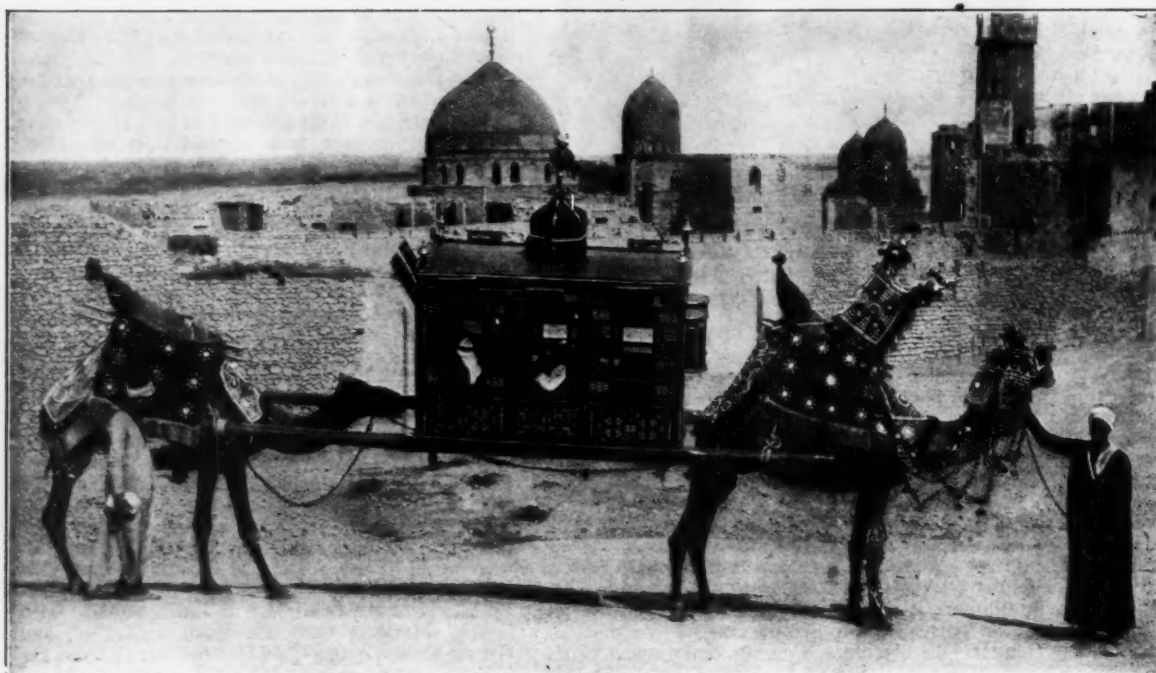
*One-Half the World
Never Knows How the
Other Half Travels*

*Where Date-Pickers Learn
Their Trade*

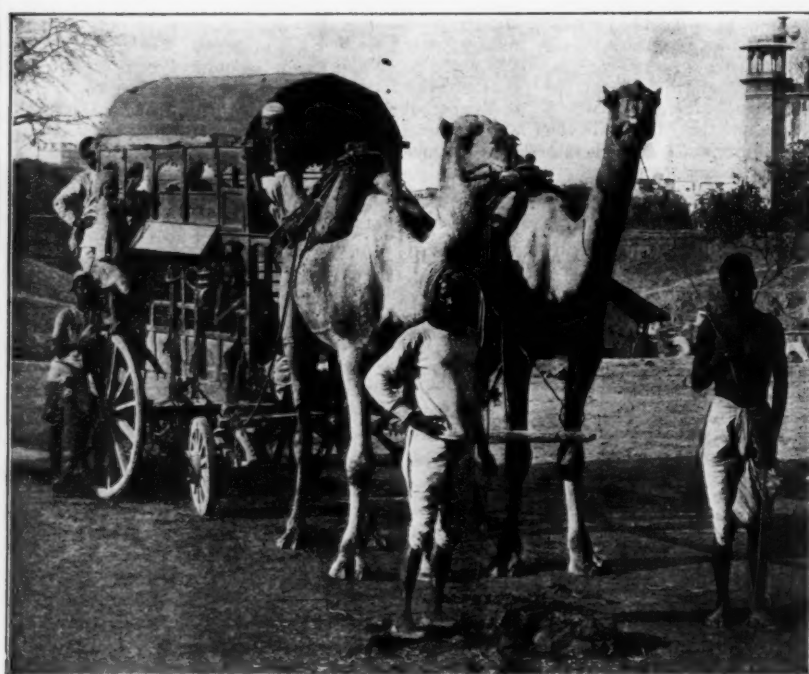
Ferry service on the Tigris at Bagdad would never satisfy an American commuter. This is the sort of wicker boat in which Moses was found by the king's daughter. It is possible that the same boat is still running. The East is slow to discard anything useful.



Russia Applies an Axiom
The theory of the Russian troika—a trio of horses—pair. This is a Moscow setting, novel of the



Good Little Engines When They Go to Work
This tiny tanker belongs to the class of '88, as a Ecuador, hauling freight



Almost a Yacht
The camel is the ship of the desert, and here are two of them carrying first-cabin passengers out of Cairo. No steerage on this desert ship, as you can see by the trimmin's; but there is seasickness.



All Dressed Up and a Definite Place to Go
Dutch market-carts are as sturdy as Dutch character. Neither of them breaks down readily. Both are built to go over rough places.

Far from Madding Public Service Commissions

The omnibuses of Ayra, India, are two stories high, and very airy. Their rush-hour service, however, would never make a hit in America.

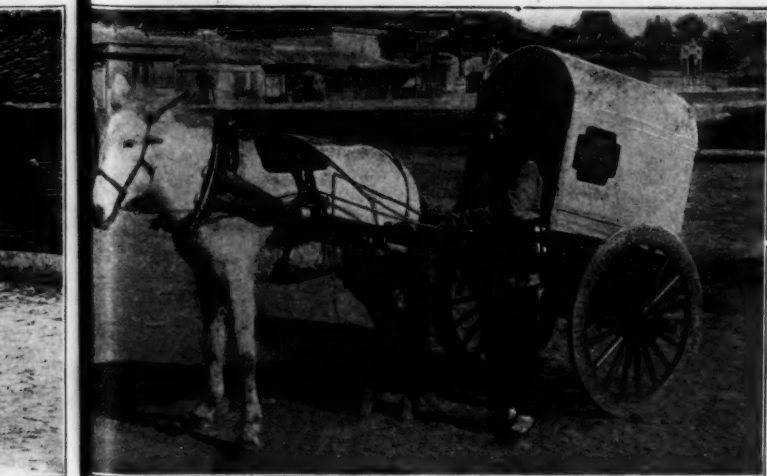
bice of Transportation



Axiom of Transportation
 Axiom of horse—three of a kind will beat two
 of the absence of snowdrifts.



When They Go to South America
 A class of '80s as a custom-house job in Guayaquil,
 in freight in leisurely fashion.

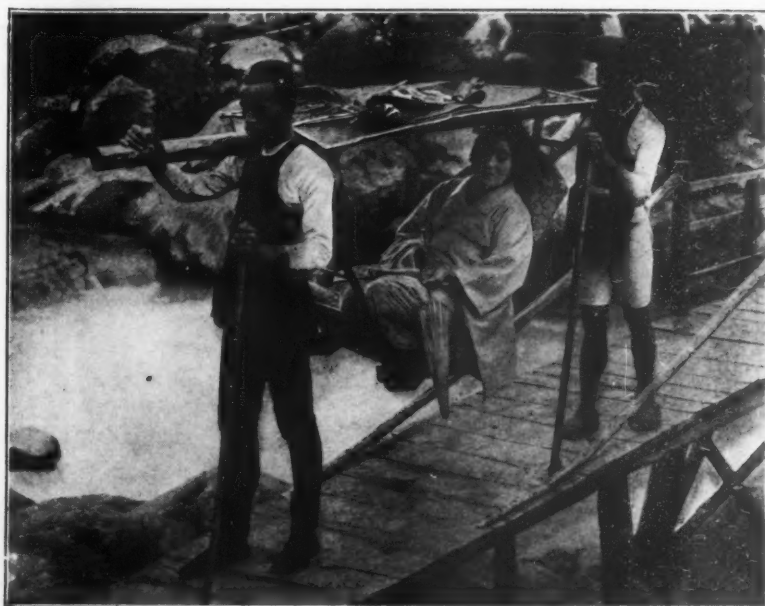


In China They Strap-Hang without Straps
 Like springs and seats are omitted by the builders of Chinese hansoms. They
 were first omitted several thousand years ago.

*The Common Factor in
 Rapid Traffic Is, in
 Many Cases, Discomfort*

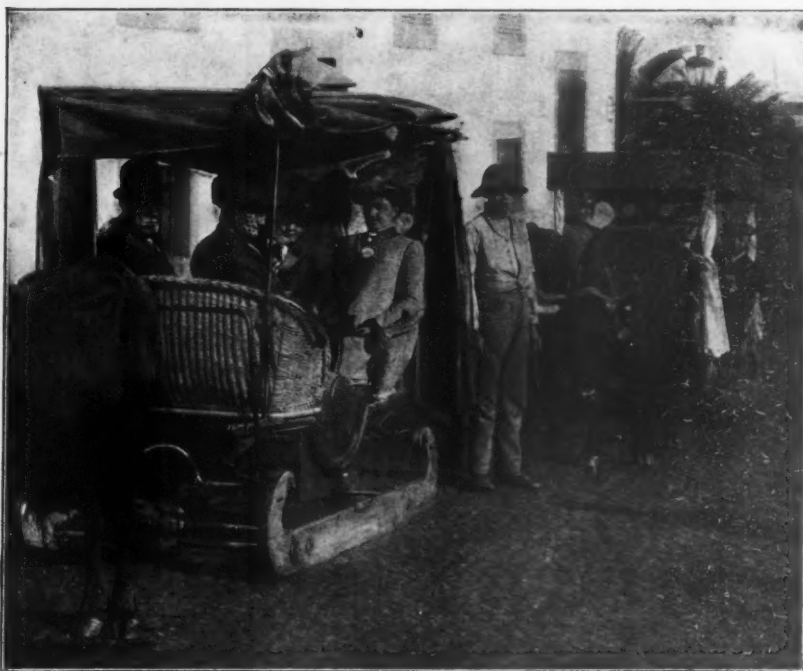
**A Mountain Bridge
 Is a "One-Way Street"**

For short journeys this type of
 Japanese jitney isn't so bad, but for
 long ones, an ironing-board with a
 roof would seem as satisfactory. A
 world census of the number of men
 doing horses' work for a living
 would, in all probability, make very
 interesting reading.



Speed no Object

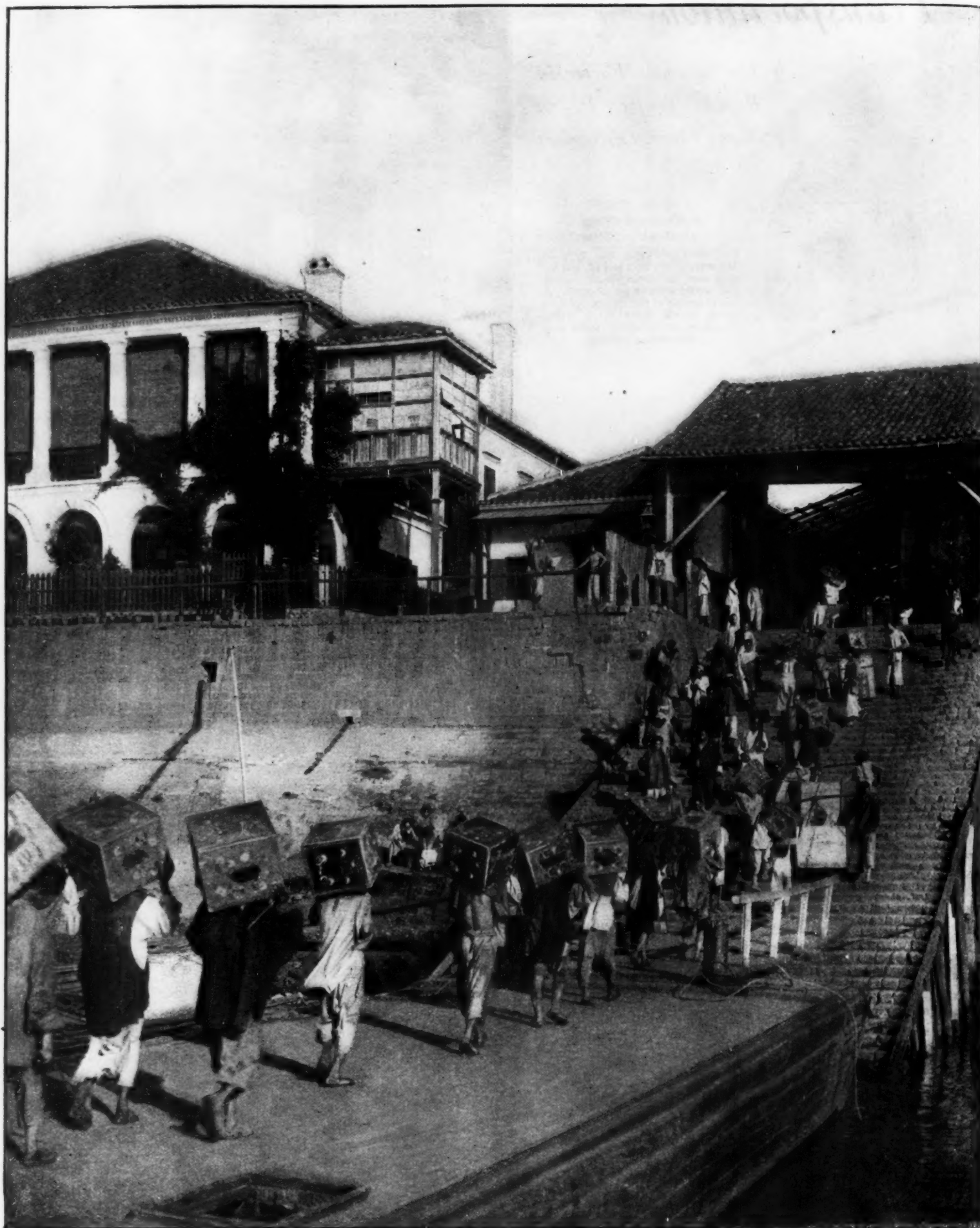
They don't ask any blue-ribbon
 action of their tandems in the
 Philippines. Plain utility will do.
 There is no class to the road-cart
 either, but it's extremely well
 adapted to the roads.



NOTES BY UNDERWOOD & UNDERWOOD

Dashing Through Funchal in a One-Ox Open Sleigh

Sledding in snow at St. Moritz is more exciting than sleighing on stones at Funchal, Madeira,
 but the latter has this advantage: it is quite safe.



Where Many Hands Make Light Work—and Lighter Pay

This should be a picture of interest to all who fear that "labor-saving devices" work hardship upon labor. If doing everything by hand, and being hostile to quicker ways, keeps a people happy and prosperous, then China is the happiest and most prosperous country in the whole world. The Chinese coolie handles tea in the same way he did when Marco Polo first penetrated the East from Italy in the Thirteenth Century—and he is paid on a Thirteenth Century wage scale, too. Doubtless, a proposal to load or

unload tea by means of hoisting machinery, by using an electrically driven escalator, would be regarded in China as almost as much a calamity as an earthquake. And it would do no good, either, to tell the Chinese coolie that the railway once was violently opposed by intelligent citizens because it threatened the existence of the horse and, through the horse, the farmer's market for oats. Thanks largely to the efforts of Chinese men, educated in this country, a new day is at last beginning to dawn in China.

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"Profiteering" without Profit

MR. WALTER E. HALL of Camden, N. J., sends me the following concise study of "profiteering." It is a fair statement of the actual conditions under which the majority of industrial organizations have been forced to do business, and it explodes the popular tradition that employers of labor have piled up immense fortunes during and since the war:

"Is a corporation 'profiteering' for earning a net profit of 50 per cent on its capital invested during the years 1917, 1918 and 1919? If such a question were brought before a labor union, it would, by unanimous vote, pass as 'profiteering.' Why? Because the average workingman does not consider the burdens imposed by the Government through taxation and the losses brought about by the drop in inventories during the latter part of 1920. I have heard many remarks to the effect that the capitalist got his 'killing' during the above-mentioned three years and because of minor losses, in 1920 he is ready to close his plant or reduce wages. The best method of answering the above question is by use of a problem.

"A corporation with an invested capital of \$500,000.00 during 1917, 1918 and 1919 made a net profit of 50 per cent. or \$250,000.00 for each of the three years, making a total of \$750,000.00. The excess profits taxes, the war profits taxes and the income taxes would amount to approximately \$377,000.00, leaving a balance of \$373,000.00 with the corporation. In 1920, due to the drop in market, it was necessary to reduce the book inventories and the total losses for this year amounted to \$200,000.00, which would leave a net profit of \$173,000.00 for the efforts of this corporation for four years. Profiteering? Why this is only 8.6 per cent. on their capital invested. If they are not entitled to a better return than that, they had better place their money in a building and loan association where there is practically no risk whatever."

The Open Shop

INTEREST in the open-shop movement grows apace. The National Catholic Welfare Council and the Federal Council of Protestant Churches have issued statements upon the question. The American Federation of Labor is carrying on a well-directed campaign of education and the various organizations of employers are putting their views before the public in a great variety of forms.

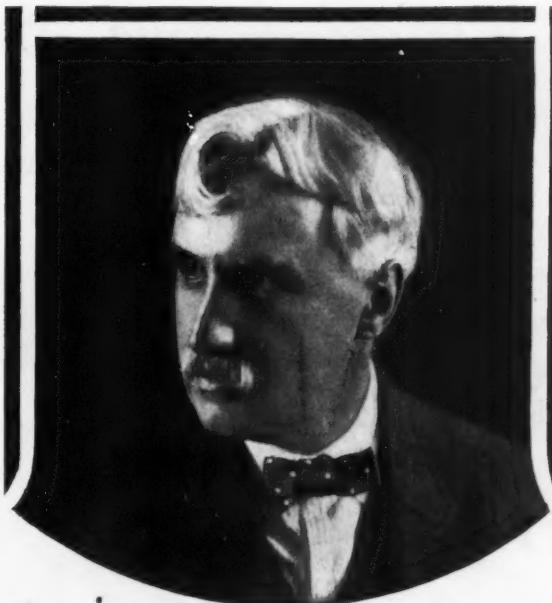
The Catholic statement as quoted in *Industry* asserts that "the open-shop drive of certain groups of American employers is becoming so strong that it threatens not only the welfare of the wage-earners but the whole structure of industrial peace and order. The evidence shows that the present drive in its organized form is not merely against the 'closed shop' but against unionism itself and particularly against collective bargaining."

The Protestant statement is a little more general and cautious, but it, too, rests upon the assumption that "the present open-shop campaign is inspired in many quarters by antagonism to union labor."

It does not require the sanction of religious authority, either Protestant or Catholic, to establish the fact of antagonism between employers and labor unions. For the last two generations this antagonism has been the outstanding, most discouraging, and expensive fact in American industry. The labor union is primarily a fighting organization developed and maintained for the purpose of advancing the interests of its members. It has fought employers year in and year out. It has agitated in the public press in order to secure the support of public opinion. It has been active in every legislative body from Congress down; and it has not hesitated to use lawless coercion upon non-union workers in order to force them into the union or out of industry.

There can be no question that in most of its activities organized labor has been within the rights guaranteed all American citizens by our Constitution. The right to organize, the right of free speech and assembly; the right to educate public opinion and influence legislation, the right to quit work—these are all American rights common to every class and individual and guaranteed by Constitutional sanctions.

But alas! for the frailty of human nature! The workingman has developed precisely the same weaknesses under the stimulus of power that the employer exhibits under like conditions. It was the misuse of power on the part of employers which made the labor union a necessity. Blindness, selfishness, absence of a sense of moral obligation, the tendency to a tyrannical use of power—these have marred industrial relations as they have every other human relation through all history.



Dr. Charles Aubrey Eaton
Editor of LESLIE'S WEEKLY

Dr. Eaton's Page

So the pendulum swings

A generation ago certain great capitalistic organizations dreamed of establishing monopolies. They failed because they were bucking against law—economic law, moral law, civil law. The labor union is now setting the stage to make of itself a labor monopoly. It will fail just as the monopolistic employers failed and for the same reasons. There was a time when big business thought no more of devouring a small competitor than a tiger thinks of eating a lamb. By and by the great, indifferent public woke up and managed to establish a closed season for small competitors in business.

During the war the labor union bloomed out into power and influence undreamed of a decade ago. It stood before the President and Congress of the United States with a bill bearing the courtesy title of "the Adamson Law" and said "Sign here." Under this unlawful coercion the bill was passed by Congress and signed by the President, and then and there was registered one of the worst calamities that has ever overtaken either employer or employee in America.

The "sign here" attitude and habit of mind is easy to acquire and grows rapidly by use. So organized labor cast its mighty shadow over the land while the people were distracted with the duties and dangers of war. Wages went up faster and higher than even the Christian Science airplanes furnished our fighting men. Labor restrictions, rules, regulations, multiplied like flies and settled upon industrial establishments until production fell faster even than wages soared. Then came a reaffirmation by organized labor of the monopolistic principle embodied in the closed shop, and violence and terrorism were loosed against the millions of American employees who were not members of a labor union, and did not wish to become members. The tiger was out after the sheep among employees just as he had been a generation before among employers. And once more the big, indifferent, long-suffering public is waking up. The open-shop movement is really an effort to establish a closed season for

non-organized labor, and to this extent and for this reason it is bound to succeed.

I am heartily in favor of nearly all of the objectives originally set by the labor movement as expressed in the unions. I am convinced that good conditions, reasonable hours, high pay, steady employment, freedom from exploitation are absolutely essential for those who work for wages if our economic and political structure is to be permanently progressive.

But I am equally convinced that these essential objectives can neither be reached nor retained unless the individual worker willingly pays their price. That price is high production; care in the use of tools and materials; and full discharge in a spirit of co-operation of all personal and social obligations to the employer and the public. If production had gone up along with soaring wages, an enlarged supply of commodities would long ago have automatically checked the rise in prices.

The function of an industrial job is to produce something that the community needs and wants. If in the production of this commodity wise management is coupled with efficient labor, the two, working together for and with each other, can achieve generous profit upon capital and equally generous wages for labor. But if labor is reluctant and suspicious; if the worker is trussed up by endless union rules and laws and penalties; if while his hours are shortened and his wages increased his work falls off in both quantity and quality, then he is killing the goose that lays the golden egg not only for himself but for his employer.

There is no substitute for good honest work. The union can improve conditions, shorten hours, increase wages, liberate the worker from exploitation only by improving the quality of the worker and of his work. All the armies and laws on earth cannot keep a man's job safe if he won't work. And just here is where the union movement has failed and where it has given impetus to the open-shop idea. There is no artificial way of paying a man more than he honestly earns.

The closed shop is a movement in favor of the union organization rather than of the individual worker. The open shop rests upon recognition of the individual worker rather than the organization to which he may belong.

Unions and parties, it must be remembered, are temporary. The individual man remains from age to age. If the union fails, it will fail because it lifts itself above the men who compose it. If the open shop fails, it will be for the same reason.

Why Hurry?

A GRACIOUS and remarkably gifted lady said to me in Duluth: "When I came to Duluth fifty-one years ago there were two hundred people here."

From the windows of the drawing-room where we were sitting could be seen the stacks and towers and skyscrapers of a mighty industrial and commercial community of a hundred thousand inhabitants. Palatial homes crowned the hill-tops. Broad boulevards were crammed with automobiles. Down by the water-front could be seen gigantic docks over which passes more tonnage in a twelvemonth than from any other port except New York.

And all in fifty-one years.

Some years ago I was standing in the office of General Barnett, at that time a little past eighty years of age and still the president of a great bank in the City of Cleveland. "When I came to Cleveland," he said, "the town had five hundred inhabitants. My father was offered two hundred acres of land in what is now the heart of the downtown district. He did not buy, for two reasons: first because he thought the price of four dollars an acre was too high; and second because it was difficult to raise so large a loan as five hundred dollars on land in this section at that time."

I am writing this in Chicago. It would be easy to find men who remember this vast and teeming twentieth-century metropolis when it was only a straggling, unknown frontier village.

The century just closed witnessed a development in America without parallel in history. A development expressed in the creation of governments and institutions; in the building of cities, and railroads and roads; in the exploitation of farms and mines and forests and water power; and in the growth of a population above the hundred million mark.

It is self-evident that we cannot keep this pace up indefinitely. Then why not begin now to slow down? Why not give more heed to quality from now on and less to quantity! Why not leave something to be done by our posterity in the thousands of years to come?

Why hurry?

Americanism

THE essence of Americanism is equality before the law; majority rule; representative government; progress by parliamentary processes rather than by mob action; and co-operation for right ends by just means, expressed politically in the Federal idea, and socially in economic organization, governed by duty and guided by education.

"Everybody's Office"—The Modern Hotel

Exit the Tango Artists, Lounge Lizards, Vamps and Society Idlers from Our Gorgeous Hostelrys; Enter the Ubiquitous Business Man

By LAWTON MACKALL

I HAD an awful shock," says the architect of one of New York's new caravanseries. "Soon after the hotel was opened I went to the grand ballroom to see how it looked when there were people in it. I had planned the color scheme of that room so that it would harmonize with women's evening gowns—I'd had in mind the picture of gay couples waltzing over a gleaming floor. Imagine my horror when I entered this ballroom to find it occupied by the American Gas Association with an exhibit of gas stoves, gas irons and the like!"

If this sensitive colorist had happened in a few weeks later he would have come upon the assembled American Laundry Owners, and beheld mangles and centrifugal driers in action, and, in a small dining-room at the side, choice machinery for making soap.

In this same dining-room at another time, under the auspices of the American Pharmaceutical Association, was set up a patent pill-maker and samples of every drug in a drug-store; which, one might say, was carrying the idea of medicine with meals rather far.

If he had been on hand one evening last August he could have picked up some fine points about carving, for the United Master Butchers of America blithely brought in an entire side of beef and cut it up in the correct butchering manner, showing how a well-dressed steer should look. This sounds like a rather odd incident to take place in such sumptuous surroundings, but actually it was a seriously important one, as it was a clear demonstration of what the standardized cuts of beef should be—so that henceforth a "porterhouse steak," for example, would mean the same thing all over the country. Up till that time when you saw in a newspaper that "porterhouse" was selling so many cents higher or lower in St. Louis than in the town where you lived, these figures might not refer to the same cut of meat.

Yes, butchers, bakers, candlestick makers—captains of industry attending a conference, small clerks attending an Employees' Welfare Association Minstrel Show—these are the people who throng the big hotel of today. Instead of being the lounging place of the idle rich, as the bewhiskered radical imagines it, the urban hostelry is the rendezvous of the hustling money-maker, the place where the high spots in business happen.

THE Entertainment Manager, who formerly concerned himself almost entirely with receptions, social dinners and the dansants, now arranges the utilitarian revels of the Suitcase and Bag Manufacturers and of the Independent Barbers' Association. A glance at his printed Schedule of Events for the Week shows how the manufacturers' meetings and the jobbers' and dealers' conventions have it over the society stunts. Of the latter, weddings and wedding breakfasts are the hardest; for though business booms and threatens to overrun everything, people will get married.

The joke about the lady who acquired indigestion from attending too many luncheons for the relief of the starving in Europe might almost have been true; for during the war whenever a new cause was to be launched, it had to be lunched. Each time an organization was formed to safeguard public opinion against sinister influences, those who rallied to the call sat down earnestly to a hearty repast. We left our offices and came, we Minute-Steak Men. One of the most delicious meals I ever ate was at a stirring conclave anent the Alien Menace in Our Midst.



A twentieth-century banquet—with automobiles among those present—at the Hotel Astor, New York City.

Yet for all the unconscious force of it, this sort of meeting and eating did produce results, did set men thinking along new and constructive lines. The same person who in his office will listen to you only with brusque impatience, will at the close of a good meal hear you out with composure and interest. Indeed, it would seem that the way to a man's mind, no less than the way to his heart, is "through his stomach." This is one of the "great truths" that the war taught us. The humor of this fact does not alter its serviceableness.

ON this newly discovered principle of receptivity (symbolized by the well-fed tum), an increasing number of large business organizations assemble their dealers and representatives from all over the country at certain times to discuss trade matters and outline their sales campaigns for the coming year. Just the sight of such a gathering of their own commercial clan makes for solidarity and enthusiasm, not to say pep. To "get to go" to the annual pow-wow in the big city, where they will meet personally the heads of the company and have one fine time, is the ambition of salesmen and dealers throughout the United States. Consequently, though many drab details may be thrashed out in the discussion, the occasion itself, with its attendant parties, is far from dreary.

The elaborateness of some of these commercial carnivals calls for complicated equipment and paraphernalia. One grand ball-room that I have seen has as a handy adjunct a freight elevator running direct from the side street and capable of carrying in a two-ton motor truck. It is not unusual for a hotel to have ready in its entertainment property room the complete "makings" of a theater—stage, proscenium arch, drop curtain, wings, footlights, colored spotlights, and so forth—so that the Amalgamated Undertakers or the Pickle Jobbers' Association can enjoy vaudeville as a side dish at their dinner or perhaps a little sales drama (written especially for the occasion) showing how to land a customer in one act.

The settings for a Fashion Show held in a hotel ball-room last summer cost five thousand dollars and included an elevated runway, similar to the famous "chicken run" at the Winter Garden, but bordered with low green hedges. The barons of the fashion trades sat in boxes close at hand to view the mannikins as they minced by, while the less privileged members of the trade gazed from distances varying inversely with their importance. Thus were the Fall Styles determined.

Even apart from fancy trimmings, to serve a banquet to two thousand conveners without incommoding the other patrons of the hotel requires facilities of the most modern sort. In the old-time hostelry a dinner or convention of half that size would swamp the place. The lobby would be jammed, and you had to fight your way through doorways and wait interminably for whatever service you could get. In the new caravansery the ban-

quet and ballroom floor is kept separate from the rest, with special elevators and stairways and lobbies of its own. An army of waiters executes its functions in the manner of military maneuvers. First they gather in the hats and coats at the check rooms; then take their places in the great kitchen, each reporting at a section of the long service counter marked with his number; till, at a signal from the head waiter, they sally forth and serve the course simultaneously. But for this system all would be chaos.

The only time the perfect clockwork tends to

fall on you is when you are so unlucky as to overturn a glass of one-half per cent. near champagne, just as the waiters have made their uniform exit with the debris of the salad course. Wetness, wetness everywhere and not a garçon in sight. You must bear the brunt of the inundation till the ice cream maneuver brings them back.

In contrast to these grand blow-outs, where publicity is half the party and where camera men are busy on the outskirts, snapping pictures of Mr. Heffelfinger, Oklahoma distributor, and Mrs. H., both wearing pink badges; of Mr. Jones of Maine, and of Mr. Schwartz, the Southern Sales Manager—all of which will be published in the next number of the company's house organ—in contrast to such hurrah occasions, there is quite another sort of meeting held in hotels that is as important. This is the conference behind closed doors. For example, if the executives of the leading railroads of the country are in doubt as to how some new legislation is going to affect their business, they get together and discuss conditions with a view to mapping out the wisest course of action. When the garment manufacturers found themselves confronted with high wages and low efficiency of labor on one hand and a slacking public demand on the other, they held many an anxious conference of this sort. So did the leaders of New York's financial district after the demented bomb atrocity in Wall Street. It is curious that the modern capitalist, theoretically an individualist, practices teamwork far more genuinely and generously than the radical who prates of human brotherhood.

IN business diplomacy, as in international relations, a neutral meeting place is acceptable. A particular hostelry gradually becomes the rendezvous for certain lines of trade: bankers patronize one house, South American exporters another, motion picture magnates another. The old Holland House, now an office building, used to be the Mecca of transportation executives.

Recently many of the large corporations have identified themselves with particular hotels. When their men come to the city, they report to their special hostelry, where accommodations are ready; where they can use the cashier as banker and the floor clerk as secretary, and dictate their letters to the public stenographer, and charge their expenses on a general bill. Here they will meet the men of their company and transact their business without loss of time.

When you stroll into the dining-room at the Plazmore and see a sedate shoe manufacturer lunching with a scrumptiously gowned dame, don't think that he is being vamped. He is listening to a sales talk on why he should place his advertising in "Town and Fireside."

Such is the hotel of today—business, business, business, from roof garden to sub-cellar: a skyscraper designed for the maximum number of rooms per cubic mile, and the minimum number of lobby loafers. The modern hotel is everybody's office de luxe.

How About Baseball as a Profession?

An Interview with John Arnold Heydler, President of the National League

Secured by EDWIN A. GOEWEY



Tris Speaker,
Salary—\$25,000.

THE best profession in the United States today for the young man who must make his own way in the world is baseball, the chief pastime of the greatest nation of sports-lovers."

The statement was made by no less an authority than John Arnold Heydler, president of the National League, the granddaddy of all baseball organizations. And John should know whereof he articulates, for he battled his way into a post of national prominence from a humble job as printer's devil in a town many, many miles removed from the rip-roaring clatter of the big-time cities. He is a thirty-third degree exponent of the sport, for his whole life has been identified with the game as player, umpire, statistician and executive; and since becoming the National's president he has been in the forefront of every reform movement, helping to clean up the rules and block dishonest pitching, exposing the crooked players in the majors, and heading the forces which compelled the selection of Federal Judge Landis as baseball's undisputed head.

"There are many young men," Mr. Heydler continued, "who have wealthy parents or friends, who can obtain the advantages of a college education and who can afford to work for years at a nominal salary while learning much of the line of business to which they intend to devote their energies. These I would not urge to take up baseball as a profession, but they should play the game as often as they are able, for it is a clean and healthful sport, and makes for quick thinking and rapidity of movement."

"The boys whom I do urge to take up baseball as a profession are those who must fight their way from the bottom, with neither wealth nor pull to make things easy for them. Take the case of the average young American husky who, upon leaving the public schools, desires to learn a trade. For five years he hustles and worries along at a small wage. Then, at the age of twenty-one, he becomes a journeyman, and for the first time in his life begins to receive a little real money. If he remains well and is frugal he may, by the time he has reached the age of thirty-five have a fair-sized nest-egg put aside or own his home."

NOW let us consider the case of the youngster who determines to follow baseball as a profession—always making the reservation that the boy has natural ability and is strong and healthy. At the very outset of signing up with a professional team he receives more money than he would as a trade apprentice, and after six months of playing he has a half year at his disposal to study for some business he may wish to enter when he finally quits the game, or he may work and add to his baseball income. The chances are that if he scores heavily in his first season he will receive a bonus, and the better his work is the more rapidly he approaches a berth in the majors, where the salaries often run into five figures, and applause and the spotlight add to the joys of the star athlete.

"Many of the major leaguers are able to continue playing in the big show until they reach the age of thirty-five, and if, when they feel themselves slipping, they do not doff the spangles for good and all or win places as managers, they can continue playing for a few years in the minors. And by the time the major league star is thirty-five years old he has earned more real money than seventy-five per cent. of the professional men and without dabbling in politics; and if he has the good sense to save a considerable portion of his income he has sufficient to go into some new line of business in a big way. If, in addition, he has used his six months of leisure each year to study and improve himself, he should be master of the craft he desires to follow. Many ball players have pursued this course and today are the owners of valuable properties ranging from office buildings and manufacturing plants to farms, lumber camps and orange groves. And baseball salaries never were better nor were oppor-

tunities for star performers more plentiful. Show me the men who have followed a trade from sixteen to thirty-five who are equally well off."

"That's all very well, viewing the game with an eye mainly to the financial returns," I interposed, "but is baseball as desirable from other angles as a trade or a clerical position?"

"It is absolutely O. K. today," was Mr. Heydler's instant reply. "For many years I could not have said as much, for there were too

they're through. Nothing but a ruling in their favor by Judge Landis would permit them to again play professional baseball, and he already has made his position so clear as to close all argument. Others who never will return are certain players long under suspicion and others we know have been associating with gamblers. The game must be above suspicion hereafter, and the players who associate with bad company will fall under the ban. We are going to watch the men as never before, we are going to see to it that the managers know what their players do between games and we are going to investigate all signed letters sent to us alleging misbehavior on the part of players. After investigation, the evidence in all cases will be turned over to Judge Landis.

AND there is going to be no more winking at contract-jumping in baseball. It would have been a great thing for the sport if every contract-jumper who went to the Federal League had been barred forever from professional baseball instead of being taken back. Look over the list of the men whose signed pledges meant nothing to them, and note what has been the baseball finish of the greater number. One of them, at least, is among those forever barred from the sport for serious offences, and most of the others have retired or are on the down grade. Those who jump to the industrial leagues, the factory teams and fly-by-night leagues organized by get-rich-quick promoters will get a short shift in the future.

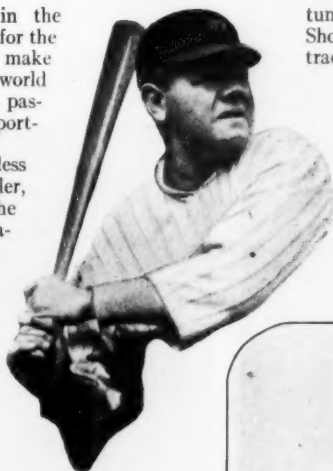
"As a move in the right direction we already have requested prominent legislators in the several States to introduce and work for the passage of bills making it a felony to give or take a bribe to lose a ball game, and similar laws should be enacted to protect all professional sport. Already such bills have been introduced in the Ohio and New York legislatures and preparations have been made for similar action in other States. The bill in New York provides for a fine of \$10,000 and five years imprisonment for throwing a game."

"Another good move this year will be a return to the old draft rule. By the time the season opens I believe every minor league will have agreed to accept this mandate. Those who do not will be the losers in the long run. Compare the new prices which the teams will pay for men drafted from the lesser leagues with those of 1917 and you will find that they are more than fair, the advances in no case being less than 100 per cent. Here is the table of comparisons: Class AA, draft price 1917, \$2,500; draft price, 1921, \$5,000. Class A raised from \$1,500 to \$4,000, class B from \$1,200 to \$2,500; class C from \$750 to \$1,500 and class D from \$500 to \$1,000."

"If one or two of the leagues refuse to accept the draft rule they will be cut off from obtaining players from the leagues below them and will have to recruit from schools and lots. The temporary suspension of the draft rule probably kept many promising players from becoming professionals and caused others to abandon the sport. The game can not afford this, for it needs every first-class man who can be developed."

"In short, the draft is but part of the general scheme to make baseball an attractive profession for young Americans. Then, you know, the majors still are co-operating with schools and playground associations to encourage the playing of baseball by the children. From school-boy players we are going to obtain the stars of the future and in greater numbers than heretofore."

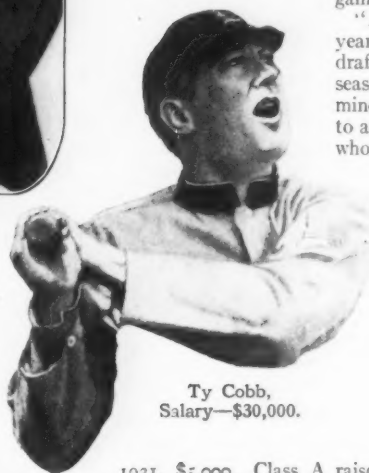
"In point of general interest and also from the financial angle, the coming season will be the greatest in the history of baseball. The sport has been cleaned up, trades have made most of the teams in the majors fairly equal in playing strength and umpires and performers are familiar with the new rules put into practice in 1920."



Babe Ruth,
Salary—\$20,000
and bonus.



John A. Heydler,
President of the National League.



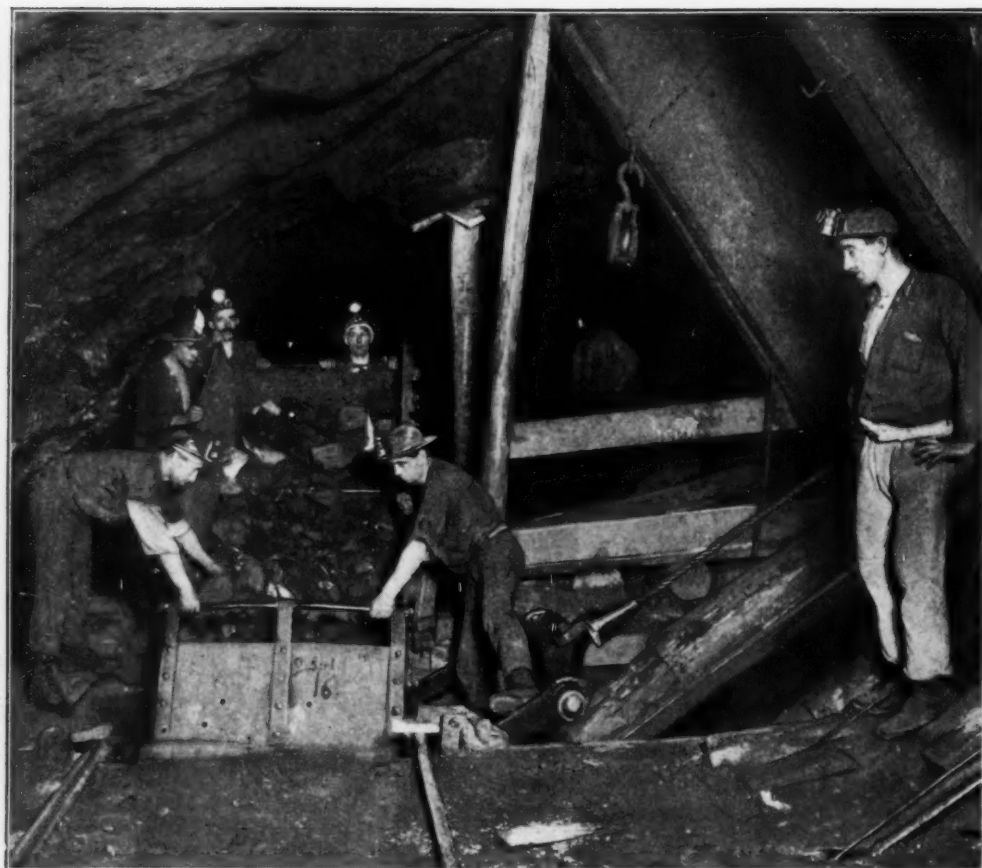
Ty Cobb,
Salary—\$30,000.

many vicious places in all of the cities to tempt the young men at night; too much liquor everywhere, which misguided fans were anxious to purchase for their favorites and no iron rules for compelling good conduct and adherence to the training rules emanating from the managers. The national pastime never was as clean as it is today, and it will remain so if honest effort upon the part of the directing forces can turn the trick.

"In the first place, Judge Landis, the absolute head of baseball, is a born leader of men, is afraid of nothing, is a life-long fan and is determined to run the crooked players and the gamblers out of the sport. He finally set at rest any doubts as to his fighting ability when an effort was made at the recent Chicago meeting to curtail his powers, and give him the power to 'recommend' only on vital issues. The fact that he was about to step into a \$50,000 position meant but little to Judge Landis, for he bluntly told the major league club owners that he wouldn't 'recommend' anything, and that if he were not given absolute power to act, he would not take the post of Commissioner."

"Well, he got everything that he demanded, and his selection as our leader will mean a sport so clean that no father need be afraid to let his son become a professional ball player. As for the men who have been cast adrift because of their connection with the throwing of the world's series games in 1919, they are out of the sport for all time. Right now their cases are scheduled for trial in Chicago, but whether they are sent to prison or not,

Copper Mining From Ore Rock



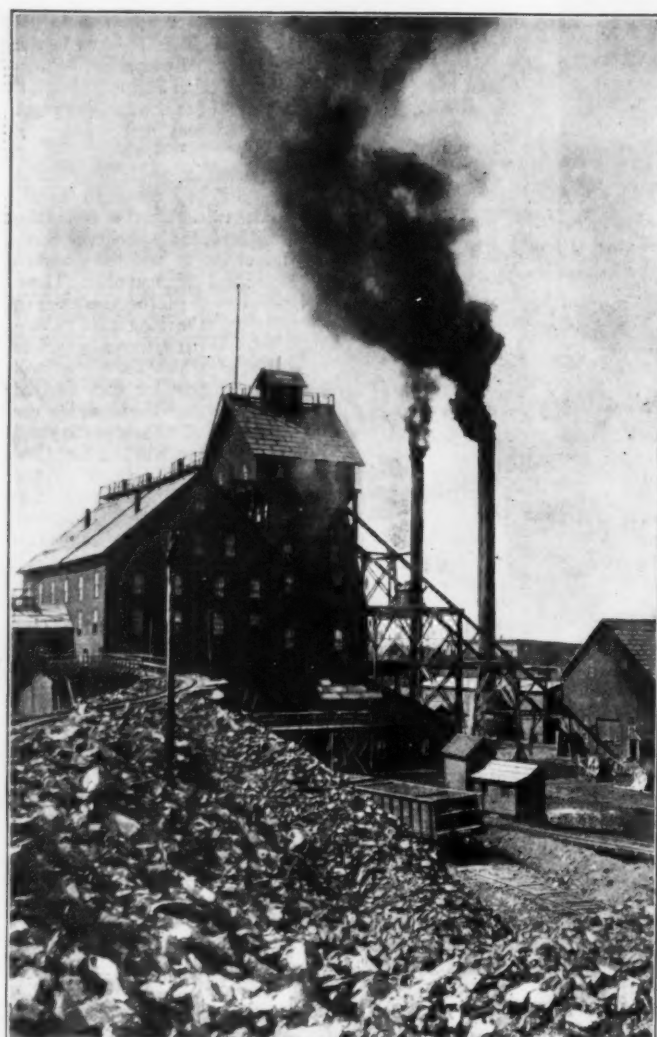
"The Skip" Is Mine Talk for Dumbwaiter

Miners dumping copper rock from a car into "the skip." The latter is an iron box, running on guides, and hauled by cable. It is used to hoist ore or lower timber into the mine.



In Preparation for a Blast

Man has mined copper since prehistoric times. "Pretty soft," the prehistoric miner would say if he might glimpse this easily manipulated drill in operation.



Not All Essentials of Mining Are Underground

Typical externals of the copper industry in the Lake Superior region; the shaft and engine house of the Tamarack mine, one of the Calumet-Hecla properties. The rock in the foreground is not wealth, but waste.

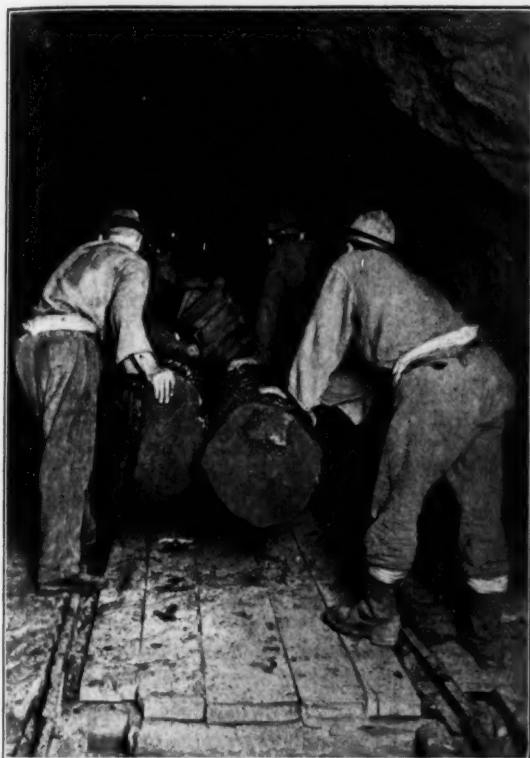
Copper production is about 50 per cent. of the 1917 rate. In December last the leading copper companies decided on a policy of curtailment, which January figures confirm. The output of twelve producers was 54,393,656 pounds, as against 70,840,096 for January, 1920. The pictures on this page show how we obtain our copper supply.



A Little of the "Grist" that Comes to the Mill

These thirty-five bars of silver bullion were reclaimed in one month from a Calumet-Hecla smelting plant, at Lake Linden, Michigan. The silver is valued at \$40,000, a figure emphasizing the fact that copper by-products are worth salvaging.

In the U. S. A. To Metal Ingot



Trees Go from Sunlight to Darkness

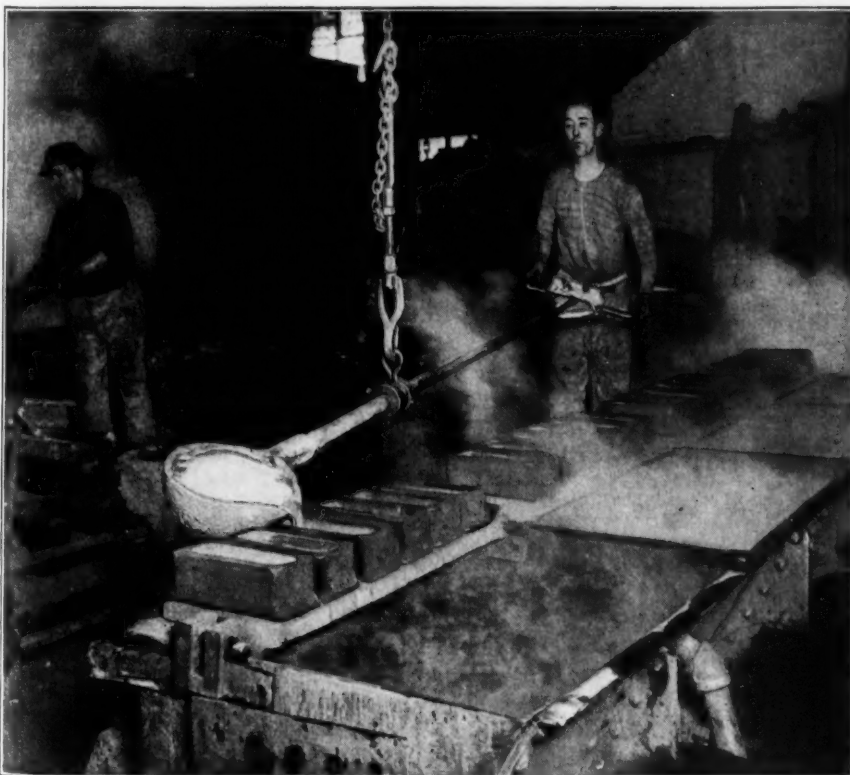
Hauling timbers into the stope (the workings between levels) of a copper mine. Many thousand feet are annually required to support the heavy overhanging rock.



No Grain of Marketable Copper Is Permitted to Escape

A "leaching plant" used in the extraction of ore from residue by means of a solvent. The materials entering the mills as conglomerate rock leave as "tailings" of very coarse sand.

Copper objects are found in the prehistoric remains of Egypt, dating back to the Fourth Dynasty, 4,700 B. C. The copper used by the Greeks and Romans was first mined on the Island of Cyprus. Later, it was found in Spain and Britain. Copper was known to, and used by, the American aborigines, who became extremely expert in its use.



Setting Copper Out to Cool as the Housewife Does Jelly

The ladle from which molten copper is poured is no piece of dainty tableware. Copper, gold and silver are cast in ingots; iron and lead, in pigs, a distinction indicating a caste system in the process of casting. Ladling copper is by no means a sinecure.



Where "Unconsidered Trifles" Are Turned into Profits

A view of the power plant at Lake Linden, Michigan, where coarse sand is reground by means of pebble mills. Sand and waste pass first to the "sand wheels," thence to the elaborate regrinding machinery.

W. L. DOUGLAS

Retail Price \$8.00 SHOES Quality of Material and Workmanship Maintained

Reduced Special Shoes \$10.00 || Special Shoes \$6.00
Hand Workmanship Stylish and Durable

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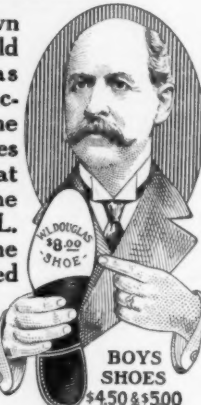
W. L. Douglas shoes are absolutely the best shoe values for the money in this country. They are made of the best and finest leathers that money can buy. They combine quality, style, workmanship and wearing qualities equal to other makes selling at higher prices. They are the leaders in the fashion centers of America. The prices are the same everywhere; they cost no more in San Francisco than they do in New York.

W. L. Douglas shoes are made by the highest paid, skilled shoemakers, under the direction and supervision of experienced men, all working with an honest determination to make the best shoes for the price that money can buy.

CAUTION Insist upon having W. L. Douglas shoes. The name and price is plainly stamped on the sole. Be careful to see that it has not been changed or mutilated

W. L. Douglas shoes are for sale by over 9000 shoe dealers in our own stores. If your local dealer cannot supply you, take no other make. Order direct from the factory. Send for booklet telling how to order shoes by mail, postage free.

W. L. Douglas
President
W. L. Douglas Shoe Co.,
151 Spark St., Brockton, Mass.



AS WE WERE SAYING

By Arthur H. Folwell

A SIGN OF THE TIMES

THE shades of night had ceased to fall.
In short, it was not night at all.
When through the U. S. A. there sped
A sign which all the people read:
Malt and Hops.

From hardware stores the standard flew;
From grocer, butcher, baker, too;
The haberdasher's window-pane
Was vibrant with the rich refrain:
Malt and Hops.

A prim and proper lady passed
A "fancy" store, then turned aghast
To glimpse above the lingerie
This signal, hoist for all to see:
Malt and Hops.

The druggist's window, cleared of drugs,
Displayed a line of earthen jugs;
Of bottles, corks, and coils of hose,
And package goods in double rows—
Malt and Hops.

The undertaker, strange to say,
From innovation keeps away;
But soon or late he'll fall in line
And from his night-bell hang the sign:
Malt and Hops.

THE ROOT OF WARFARE

FROM natural diffidence, which amounts almost to a disease, we have refrained from telling Lloyd George and President Harding just what is the chief obstacle to disarmament. In plans to prevent war, the primary cause of hostilities has been overlooked. The primary cause is the toy soldier.

What gives a male child his first idea that war is glorious? A box of toy soldiers. Is he content to arrange them in parade formation, to make them march and counter-march on the dining-room table? He might be, yes. But Daddy, who was a boy himself not so long ago and had toy soldiers, shows him how to shoot them down, how to "kill" them by rolling marbles across the floor. The largest glass agate is none too big for the heavy artillery. Who teaches Baby the rudiments of warfare in other respects? Daddy again. He shows Baby how to divide his soldiers into two forces; "our side" and "the enemy." There must always be an enemy; that is a first principle. If there aren't enough soldiers to make two respectable sides, Daddy buys Baby another box. There is no such thing as mere preparedness for war with toy soldiers. You must have an enemy or you can't kill. Knocking them down is where the fun is.

Why hope to discourage war among nations when nations are made up of individuals, and individuals are brought up on toy soldiers?

NEXT!

(From an Anticipated Advertisement.)

HAVE you seen the latest in Go-Carts? They are delightfully attractive miniatures of British tanks. Very smart, very English. Plenty of room for the kiddie. Plenty of room for the nurse. Electric power; as easy to run as winding a watch. Combination playroom and perambulator. Snug, yet not too warm. Roof protects from rain on rainy days. No glare of the sun in baby's eyes on sunny days. Tank Go-Carts will climb gutters,

flights of steps, or hills in the park. Ask for demonstration at nearest Tank-Go Agency. Bring the youngster and let him see the miniature guns. Harmless but fascinating.

A young sailor, the subject of a high-seas operation for appendicitis, was sewed up with the E-string of the skipper's violin. Henceforth, when on watch in a gale, he will make a noise like an Aeolian harp.

SUREST THING YOU KNOW

A WRITER to a newspaper claims there is too much pessimism; that it is not necessary to discourage the American people, to scare them, to dishearten them, in order to get the best work out of them. Overconfidence is bad, he admits, but perpetual calamity-howling, mysterious hints of indefinite disaster, panic-breeding, are poor substitutes. Pessimism and gloom are not the keynotes of American sport, he argues, and there should be no more place for them in the field of business than there is, for example, on the field of baseball. What the writer means is that you seldom hear from the coaching lines of baseball such remarks as these to a base-runner:

"Stick tight to the bag, boy! You haven't a chance to make your second."
"Now you're off, but take it easy. You may get spiked."
"It takes only one to hit it, kid, but good pinch-hitters are mighty rare."

In other words, more games are won with "Attaboy" than with "It can't be done." And this applies to bigger games than baseball.

Professor William Howard Taft says "the day is fast approaching when controversies between nations will be settled by safe and sane procedure." Judge Alton B. Parker it was who first ran on a "safe and sane" platform. We trust the nations of the world will have better luck with it than the Judge did.

WHO throws out the first ball is of interest to the fan, but what the umpire would like to know is, who threw out the first pop-bottle?

APPLES AND HUMANS

THE president of the New York State Prison Commission, reporting from Albany, deplors and condemns the mingling of juvenile offenders, some of them but sixteen years of age, with habitual criminals in city prisons. The stupidity which permits the practice has been deplored and condemned before, but it persists. The question how long will habitual criminals be thrown in to contaminate first offenders may be answered intelligently when we learn how long it took mankind to discover that one rotten apple in a barrel of apples in time makes all the apples rotten. We have learned about the spread of rot among fruits, meat and vegetables. We do not seek to reclaim a rotten apple; we try to save the good ones by clean associations. Some day, perhaps, our knowledge will be extended so as to apply to humans. But we must be patient. It took centuries for us to learn about the apples in the barrel.

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By using

Conveyors
Cranes
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?

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Send No Money

Write quick for this amazing underwear bargain. Only limited quantity. Wonderful quality genuine French Balbriggan union suit. Greatest value ever offered. Each suit worth \$2.00.

3 UNION SUITS FOR \$2.89

Mail postcard or letter today sure, this very minute, for 3 union suits, extra full cut, short winged sleeves, ankle length, neatly trimmed throughout, very silky in appearance, will give splendid wear. SEND NO MONEY. Pay only \$2.89 on arrival. WE PAY DELIVERY CHARGES. Another big saving. WE GUARANTEE TO REFUND YOUR MONEY IF YOU CAN MATCH THESE 3 WONDERFUL UNION SUITS FOR \$2.00. Order this amazing bargain this minute before it is too late. Sizes 34 to 46. Just give name, address, and breast measure.

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The War-Department's Spree

(Continued from page 303)

sical and spiteful." In regard to the functioning of construction officers, set to inspect the work, he said:

"There is a growing tendency to regard constructing quartermasters at the site of operations as the dominating feature of the jobs. They are forgetting that the Government, in this emergency, is, strictly speaking, not letting contracts at all. It is putting responsibilities on contractors that never before were carried by them. It is, in effect, saying to them: 'We are employing you for a fixed fee to furnish your integrity and experience in the performance of a task which the Government is not in a position to undertake. It is making you the disbursing officer of the Government.'

"The Government is paying these contractors fees commensurate with their high capabilities. Therefore, for an inexperienced construction quartermaster to prevent them from serving the Government in a way to earn their fees is a practice extremely wasteful of the time and money, and destructive of the morale of both the Construction Division and the contracting industry. . . . My conviction is that this committee (Starrett's) under existing circumstances is your best medium to use and watch and guard the interests, first, of the Construction Division; then of the Army's building needs as a whole, and next, of the SECRETARY OF WAR, HIMSELF."

Secretary of War Baker was the chairman of the Council of National Defense. He might wake up! He might stop W. A. Starrett, chairman of the sub-committee, from giving fat contracts to his brother, Paul Starrett. Let the sub-committee be alert! Let it watch over the Secretary of War! The Assistant Secretary of War could help watch; he knew how it was, as he had been a contractor himself—and might be one again in 1921 or '22.

The Advisory Commission, with its sub-committee of construction, did not seek competitive bids from contractors in each of the sixteen districts, which might have been gotten by telegraph within forty-eight hours. Sufficient specifications were accessible in each district for bids based on units or on the amount of lumber to be placed, or the cubic feet to be enclosed, with a certain form of semi-temporary construction. Or exact plans could have reached every district by mail within four days.

The sub-committee of the Advisory Commission spent six weeks haggling over the wording of their contract form, without once consulting the law officers of the War Department, but with intimate conferences with contractors. Fees were fixed at from six to ten per cent. according to the size of the undertaking, ranging from \$10,000 to \$250,000 commission. The fees were based on material and labor costs—known as the "cost-plus system." Contracts were arbitrarily awarded—not by General Littell or General Marshall, heads of Construction branches of the Army, and nominally in charge of such matters, but by the sub-committee of the Advisory Committee, headed by W. A. Starrett.

It is stated by the Congressional Investigating Committee that the excess of cost of building the cantonments, over what the Army could have built them for, was more than \$78,000,000, yet no speed was gained by this profligacy. On the contrary, there was a premium on delay, for the more the labor cost, the greater was the profit of the contractor, thanks to the cost-plus system, and instead of completing the construction in ninety days, as has been erroneously claimed, the cantonments were not ready when the troops began to arrive, in September, and were unfinished at Christmas—nine months after the declaration of war. Even female hospital nurses were huddled in open, unheated shacks, because the cost-plus contractors were hugging their jobs to enhance the fees. Men and boys who had had no experience as carpenters were rated as fully trained carpenters with full pay, and honest effort was a mockery. For instance, a door sagged, so that it needed to be trimmed, and four men spent half a day sawing off a slice from its bottom.

The greed of the contractors, favored by the sub-committee, was such that their profits ran as high as \$600,000 a year. Here is an interesting extract from the report of the Congressional Investigating Committee:

"That there were patriotic men in the United States, in the construction business, and that they made themselves known, in goodly number, to the gentlemen of the Emergency Construction Committee (sub-committee of the Advisory Commission) and that their patriotic offers were given short shrift . . . appears from the Emergency Committee's bases of principles announced on May 9, being the one on which the contract was drawn:

"Your committee has also given consideration to many patriotic suggestions and offers that the contractors do the work without profit, but these, in the opinion of your committee, should be rejected, both because they would not be productive, and further, that such procedure would be ECONOMICALLY UNSOUND."

One of the largest firms of contractors in America wired an offer to do all the construction for 3½ per cent. fee—large or small work—yet a firm which has been shown to have had responsibility represented by a \$2,000 temporary deposit got a \$3,000,000 contract on which its profits (after all overhead was deducted) amounted to \$111,493.63, and the large firm's 3½ per cent. offer was ignored. A contract for the plumbing at one of our largest camps was let to a prominent concern at seven per cent. This concern sublet the work to a local plumber at one per cent., while it retained the other six, without ever going to the camp to see the work. Its officers explained that they did not need to inspect the work, as the Government did that. The profits on the job of plumbing were \$91,000.

In a speech made in Congress by Chairman Graham, of the Investigating Committee, he summed up the cantonment scandal as follows:

"We spent \$206,632,920 for sixteen National Army cantonments, built by the cost-plus system. These could have been built for \$128,101,399, or \$78,531,521 less."

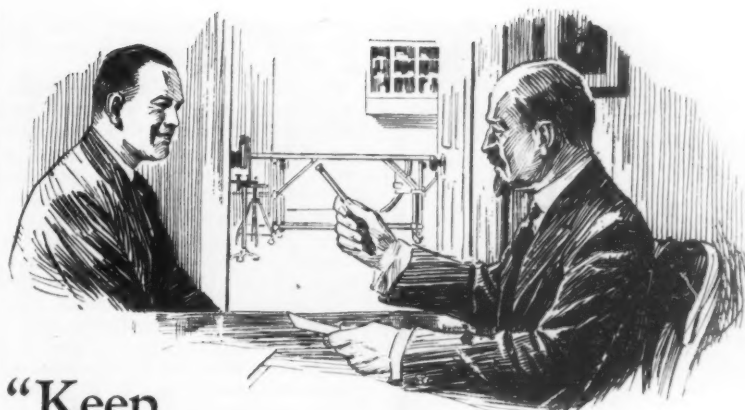
"We expended \$1,200,000,000 for the construction of camps and cantonments, largely by the cost-plus system, a system adopted by the War Department. By this system costs were increased, labor demoralized, the completion of the camps was delayed, soldiers called to the colors were subjected to conditions that induced disease and death, and from forty to sixty per cent. of the money was wasted."

"Twenty-two millions of dollars was spent for fees to favored contractors on camps and cantonments, most of which would have been saved had this work been let by bids."

Other speakers in Congress have told of the wilful waste of materials of all kinds. Finishing lumber of highest quality was used for molds for concrete sidewalks, and dumped into mudholes to repair roads; roofing was left exposed until it could not be unrolled; tons of nails were dumped into rivers. It is estimated that from a fourth to a third of all supplies was deliberately destroyed, to increase costs. On the sixteen cantonments, the committee estimates the Department of Justice should be able to recover, by civil suits, in excess of \$50,000,000, out of the total loss to the Government of \$78,531,521.

It was to feed such wastrels as these—and hundreds more than cited—that Liberty and Victory bonds, "to win the war," were thrust upon fathers and mothers whose sons were offering their lives at the front.

In the production of ordnance, the War Department showed a more costly inefficiency than in the building of cantonments. It spent \$3,991,489,570.48, and succeeded in getting into battle, during the nineteen months of our active hostilities, six thousand 75-millimeter shells, fourteen thousand 4.7 inch shells, forty-eight 4.7 guns and twenty-four howitzers, But for the large amount of ammunition furnished to American forces by England and France, the American Expeditionary



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This dimpled infant reminding Mamma that it's bottle time expresses an emotion not uncommon in these days.

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You will find, too, that all itching of the scalp will stop, and your hair will look and feel a hundred times better. You can get Liquid Arvon at any drug store. A four-ounce bottle is usually all that is needed.

The R. L. Watkins Co., Cleveland, Ohio.

Forces might as well have spent their time parading around the White House and War Department.

Contracts to the number of one hundred and eleven and amount of \$478,828,345 were let for the construction of artillery, but only a few gun carriages were produced in addition to the forty-eight guns and twenty-four howitzers mentioned above.

America spent \$116,000,000 for the manufacture of poison gas, and only one hundred American gas shells ever reached the field dumps. An investment was made of \$35,000,000 in plants to produce picric acid for France, which country was to pay the entire bill. Not an ounce of picric acid was produced and the American Government settled with France for \$14,000,000, losing the other \$21,000,000.

Port terminals were "improved" at Boston, Norfolk and Charleston, S. C., at a cost of \$150,000,000, and not one ship, aiding the war, sailed from those ports by reason of the improvements. Over \$20,000,000 of this was spent in the construction of a port terminal in a swamp, ten miles up the river from Charleston, after which it was found that, unless the river were dredged the whole ten miles, no ship

could reach the inland port,—and to this day, none has done so.

We invented tanks, and invested \$100,000,000 in their manufacture, but did not get the first tank across to France until two weeks after the Armistice. In the meantime, France, England and Germany, acting upon the American idea, got thousands of tanks into battle-line, where they proved most formidable land-ships-of-war.

We invented flying machines and spent over a billion dollars trying to produce bombing planes, but failed to produce a single one, while all of our allies and all the enemy armies had great fleets of fighting planes, without the use of which, by our allies, the War would have been lost before we had gotten across the ocean. The airplane scandal is too great to discuss in the present article; I simply list it here, "lest we forget."

As said Edmund Burke, in his arraignment of Warren Hastings, we "make very large allowance indeed due to human error." . . . "Let everything be pleaded that can be pleaded, on the score of error and infirmity; we give up the whole." The crimes charged are, "in absolute effect, high crimes and misdemeanors."

American Industry, Wake Up!

(Continued from page 204)

foremen. They may express themselves in different terms but they want systematic conditions, where they can produce to advantage; and if given proper facilities and wise direction, they will produce.

You blame labor because through fear of sickness, accidents and death, because it is afraid of over-production, and the introduction of labor-saving machinery; because it desires to constantly better its standard of living; because it is suspicious of you and doubts your promises; because it does not understand what overhead expense or burden means or consists of, and because, as it is usually uninformed as to profits made, it has given you no more than it had to, and secured as much from you as it could for what it gave.

On the other hand, isn't it true, that fearing competition and increasing cost of material; not knowing the real facts as to lost time and waste; failing to take into account what men and machines should do; and desiring to secure all the profits possible, you have not known what you could do in rewarding labor and thinking of labor as a commodity to be purchased in the cheapest markets, you have given labor no more than you had to, and secured as much as you could for what you gave?

Isn't it your job to make plain to labor, that it has left almost entirely to capital, the obligation to find, train and pay for the necessary managerial talent; and that it must not overlook capital's reasonable claim for a return on this investment in Management, in addition to a return on the actual money invested?

The economic fundamental in industry today is that there should be a maximum attainment per operation, per hour, per worker.

Plants may not want increased production, in volume, at this time, but they do want maximum efficiency per hour worked.

Do you know what that maximum is for each of your operations? I would have you a means of showing actual performance in plain sight, permanently and continually, with reasons for failure to attain maximums? Do you have a means of concentrating attention on the slower workers, so that there may be a constant improvement in their hourly production?

Do you know what your idle time of equipment is, according to departments and causes, with statements of costs of this idleness?

Do you know what your rejections are costing you as to causes, products and workers?

Yes, I know these questions are embarrassing. I promised you some plain speaking; but seriously now, aren't there some "thought starters" behind my questions?

Let me probe a little further. Prices are going down. They will go down still further. How do you Industrial Executives retrench at a time like this? Isn't it by cutting down organizations haphazardly, with danger of finding later that valuable men have been eliminated, resulting in subsequent disorganization? Isn't it by cutting wages, creating dissatisfaction among workers, and resulting in still further reduction in production? Isn't it by cutting burden arbitrarily without a careful analysis and knowledge of effect on future activities? Isn't it by cutting prices to meet competition, for want of knowledge regarding true costs and just how far you can go, also encouraging price-cutting competition, with heavy losses logically following?

Your own knowledge of business conditions must show you that industry is undergoing a general readjustment. Labor is becoming a factor of ever-increasing importance and is seeking a new status for itself. Capital is hesitating about which enterprises to support and in which direction to exert its influence. Consumers are searching for new supplies, lower prices, better service and higher quality. Competition is striving to secure stronger footholds in desirable fields and lines.

In light of the above, isn't today the time to build for tomorrow, due to the fact that "tomorrow" never comes?

Who will play the leading part in this readjustment? Investors or capital? No. Stockholders, partly active? No. Employers' associations? No. Labor unions? No. Then who? You Industrial Executives!

Why? Because you are best fitted to do so from the standpoint of vision and constructive imagination; training and experiences; resources and facilities; and opportunities which you have, or CAN MAKE.

Influence will either be from the top down or from the bottom up. It is for you to determine the direction.

How? With green grass, shrubbery, pool rooms, dental clinics, hospitals, shower baths, reading rooms, insurance plans, profit sharing, "industrial democracy"? No. These in themselves are not enough.

The business voyage of 1921 is going to take you upon strange seas, and into new

(Concluded on page 318)



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A Reply to My Peruvian Critics

By HARRY L. FOSTER

A FEW weeks ago, in an article on Peru published in *LESLIE'S WEEKLY*, I quoted a remark that a Peruvian, when slapped in the face, would step back, bowing, and say "Excuse me."

The flood of criticism which has come to the editorial office from Peruvians in New York City seems to prove that they follow a different course of action. They write letters about it.

The following is from Señor A. Gonzales of New York. He says

"The writer is a Peruvian, and has lived in that country many years, and in all the years he has lived in Peru and outside, has never heard the silly remark attributed to neutrals by the so-called Mr. Foster. It has been my misfortune to meet men such as Mr. Foster, who travel seeking the hospitality of other countries, and no sooner are they away from harm, write such funny articles as this prize-winner of Mr. Foster. It also happens at times that an undesirable element comes to South America and such is unwelcome by the society there, and the result is that they even up the score with a lot of abusive lies. The surprising thing is that a magazine of *LESLIE'S* standing would allow such rot to be published in its pages."

The next is from Señor J. Antonio Reyes of the Peruvian Postal Commission to the United States:

"The author of your articles proves to be a typical American degenerate of blundering insolence, belonging to that group of illiterate adventurers who, failing to succeed through their own ability, either hold up somebody or join the ranks of desperadoes. It is not my intention to comment on his fictitious or imaginary tales at all, which I only despise, but I allow him credit for propping his feet on a bunk, and sitting on the Incas' throne and smoking cigarettes, trying for a job as stoker, and other characteristics of the host of swearing, fighting, drinking roughnecks in the Canal, to which he refers, and of which he, no doubt, would make a fit leader."

While I regret Mr. Reyes's disinclination to point out which of my tales are fictitious, I am pleased with his keen analysis of my character. In my youth, my family used to dress me up and send me out with instructions to play only with the nice boys, and ever since those days I have tried to live down the stigma of it. Mr. Reyes is the first to discover that I have succeeded. His remark about my illiteracy reminds me of what my college professors always told me.

He closes by reminding us that we Americans are not always perfect:

"It would not be fair that just because a South American fails to get a job in New York he should start writing stories about the absolute corruption of the police department, or the grafting scandals in the American way of doing business, or the impossibility of living safely in New York, due to the terrifying and unchecked criminality; or the degeneration of men and women, especially in New York; the enormous abundance of morphine fiends, of opium-smokers, and many degenerate habits which do not and never will exist in our South American countries, despite our mistakes, inasmuch as our women grow and live morally the lives of ladies until they marry."

Señor Reyes, I hasten to point out, does the Latin-American women an in-

justice in his last statement. Most of the women live morally even after they marry.

Both of these letters illustrate the Peruvian habit of mind. Courtesy comes before frankness in the Latin-American scheme of things—unless a man is too angry to control himself. A Peruvian writing his impressions of New York, unless he were aroused as Mr. Reyes appears to be, would feel it his duty to dwell upon the beautiful manners of New Yorkers during the rush-hour in the subway, together with the unexcelled civility and kindness of our subway guards.

Recently it has become the fashion among our own writers, especially those who represent commercial interests or propaganda societies, to attempt to win Latin-American good-will by following the same method. They tell us the truth, perhaps, but they tell us only half of it, and we learn only

about the Latin-American's good qualities.

During my travels I have met many Americans who went to South America in the belief that it is second only to Heaven in its attractiveness, and who have been disillusioned. It is for the benefit of such men that I have tried to portray the other side of the situation.

Throughout my articles I have called attention to the fact that the higher-class Peruvian looks down upon those who toil. Señor Reyes's scornful reference to my seeking a job as stoker proves this point. I once visited a Central American republic where I was welcomed by society, and when I finally left it I had seen nothing except the country's afternoon-tea manners. That is one of my reasons for deliberately visiting Peru as a "roughneck."

Among other communications received by *LESLIE'S* is a letter from Mr. M. G. Harris, of Brooklyn, who admits that he has never been in South America. He calls my stories of duels and revolutions "ancient history." I suggest that Mr. Harris read the papers more carefully.

The same descriptions are branded by the Pan-American Student League as "infantile." This same society states that "when the League and other organizations are combating the tendency towards misunderstanding it is deplorable that men should return home with contemptuous tales about people whose hospitality they have been only too ready to enjoy."

LESLIE'S WEEKLY is not a propaganda publication. It believes in the encouragement of friendly relations with Latin America, but it believes in presenting both sides of the question.

Personally, I feel that a correspondent who writes flattering stories about a country simply because he was allowed to visit it is in a class with the newspaper reporter who gives some politician a pleasing write-up merely because the politician refrained from kicking him out when interviewed.

Most of the letters from Peruvians close with an invitation for me to try out my remark about face-slapping by calling upon them. There are no doubt exceptions to my generalization. During my wanderings I once had occasion to put the remark to a test, and it worked that time. I am not anxious to slap people, but if I am ever forced to slap anyone, I hope for safety's sake that it will be a Peruvian.



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JASPER'S HINTS TO INVESTORS

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IF the stock market is still performing its traditional duty of discounting business conditions far ahead, its action since January 1 should contribute largely to the feeling of optimism. Nothing in the guise of a boom has appeared, but a general stability has been shown which should highly encourage the holders for better things. Prices have undergone change, but in most instances no signal fluctuation has occurred. In certain specialties there have been sharp advances or recessions, due to particular circumstances, but the main body of the issues dealt in has moved little since the January recovery from the slump of December.

Supposing that this is prophetic, it indicates that stabilization of general business is no longer remote. Industry and commerce are turning the corner of the readjustment crisis and are forging toward a state of normal and dependable activity. The mist of uncertainty is being slowly dispelled, and before long it should be possible for manufacturers and merchants to calculate more accurately the possibilities and profits of their establishments. It is not probable that business will put on high speed all at once. There may be a pretty long interval in which it shall simply hold its own, or only creep forward, but gradually the confidence and the productive force of the country will reassert themselves and a period of briskness will ensue. Then we shall have a touch of prosperity and reasonably good times will begin.

The resetting of the economic situation continues so orderly as to leave no ground for apprehension of serious trouble. No overwhelming "avalanche of failures" has resulted from readjustment or is likely to happen. Labor difficulties are few and industry and trade are reviving here and there, with consequent lessening of unemployment. Presumably this will presently react favorably on the great railroad industry, which of late has been making but a poor show of earnings. As the volume of products increases, the carriers will necessarily be furnished with more traffic and will again prosper, together with their attendant industries.

Much may be done, and much is expected, under the new administration at Washington, both in improving domestic conditions and in helping to solve foreign problems. The latter are only secondary in importance to the former and it requires wise and enlightened statesmanship to settle both. One significant sign of what is in store is the strong sentiment in Congress and elsewhere for the reenactment of a protective tariff. There will be opposition to this on the ground that high duties would restrict imports and thus make it harder for our debtors abroad to meet their obligations to us. But the rates need not be prohibitive, only sufficiently high to equalize wage differences in our own and other countries and to prevent dumping on these shores of all manner of cheaply

produced commodities which would spoil the home market for our own producers. A sane tariff would bring in an appreciable revenue to the Government, relieve the tax-payers, and avert too severe competition for American industry.

Precedent seems to have demanded a material recession in securities prices in February. If nothing of the kind very widespread resulted from the reduction and the passing of not a few dividends it was because these steps were not, except in a few cases, regarded as tokens of fundamental unsoundness, but as due to a conservative policy. Restoration of returns to stockholders is looked for when readjustment is completed. The greater number of the larger concerns, though reporting losses in earnings, are making sufficient to assure their dividends. Discriminating buyers know where they can safely place their money and are picking up offered bargains to the full extent of their financial ability.

F., NEW YORK: The first mortgage bonds offered by S. W. Straus & Co. are highly regarded and are among the safest issued.

B., JANESVILLE, WIS.: Public Service Co. of Northern Illinois 8 per cent. notes, and West Penn Power Co. 1st mortgage gold bonds are both in the list of sound securities.

H., WHAT CHEER, IOWA: The Mississippi Valley Gas & Electric Co. 5's are guaranteed by the Standard Gas & Electric Co. and are reasonably safe. The Columbia Graphophone 8 per cent. notes are regarded as a good business man's purchase.

M., WILLARD, N. Y.: Erie 4's are selling proportionately higher than Seaboard Air Line adj. 5's, showing that they are regarded as better grade. The Seaboard 5's mature Oct. 1, 1940. They are mortgage bonds and the interest is cumulative. It has been paid regularly since 1909.

S., GRAND ISLAND, NEBR.: The Sears Roebuck Co. bids fair after a time to surmount its difficulties, but the stock cannot at present be called a "safe investment." The rate of dividend has been 8 per cent., but the last quarterly dividend was paid in scrip, which was redeemed by the president of the company.

N., ST. LOUIS, MO.: It would be safe enough to buy \$3,000 of City of Topeka, Kans., 5½ per cent. water work bonds, due January 1941. The bonds are a legal investment for savings banks and trust funds, in New York, Connecticut and other Eastern States. They are exempt from Federal income tax. The bonds are a direct obligation of the entire city. Quoted lately at a price to yield 5.15 per cent.

B., DETROIT, MICH.: Allied Chemical and Dye Co. stock had something of a slump when it was announced that the company contemplated a large increase of capital stock. Although the organization took in successful concerns, that by no means assured the success of the combination. Many mergers even when managed by capable men somehow fail to make good. Allied Chemical shares are still a speculation rather than an investment.

M., SPRINGFIELD, ILL.: Allied Packers had a big deficit in the year ending October 30, 1920. In view of the corporation's lack of earning power, I do not have a very high opinion of its bonds. Among the bonds that sell in the neighborhood of Allied Packers 6's are St. L. and S. F. prior lien 4's. These are sound and will net you more than 6 per cent. on market price. Hudson & Manhattan 1st and ref. 5's yield more than 7 per cent. on market quotation and have a fairly good rating.

A., KANSAS CITY, MO.: You might consider the Southwestern Power & Light Company's 20-year 8 per cent. bond-secured gold notes as a public utility investment. The company serves a constituency of 700,000 people in Texas. The notes are a direct obligation of the company, and are secured by the pledge of double the amount of bonds of the company. Earnings are nearly five times interest requirements. The company pays Federal income tax up to 2 per cent. and refunds

The Time Is Right For Buying

The price cutting campaign has been carried far enough. Very little inflation, if any, is left in the general level of prices. It is time for a general buying movement to set in if the vigorous industrial life of the country is to be sustained.

The advisability of buying applies particularly to the stock market where selling has been carried to excess and price declines have been carried to such extremes that there is especial incentive for buying.

We have just compiled a special article on the changing price trend, and shall be pleased to send copy upon request.

Address Dept. LW-37. No obligation in writing.

CHARLES H. CLARKSON & Co.
66 BROADWAY, NEW YORK
TELEPHONES: RECTOR 4663-4

STEEL The Business Barometer

Timely analysis of present position of U. S. Steel marketwise and in relation to business conditions generally, included in current issue of "INVESTMENT SURVEY" our bi-weekly market letter sent upon request.

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Members New York Stock Exchange

42 Broadway New York

Under this Heading "Free Booklets for Investors"

on page 317 you will find a descriptive list of booklets and circulars of information which will be of great value in arranging your investments to produce maximum yield with safety. A number of them are prepared especially for the smaller investor and the "beginner in investing."

Pennsylvania State tax of four mills. The notes were quoted recently to yield over 8.3 per cent.

W., MIDWAY, KY.: I don't advise you to put \$500 into Rock Island common. The stock appears to be a long way from dividends. Better buy the 7 per cent. preferred, which is making returns.

C., BLISS, IDAHO.: About the last thing I would advise anyone to buy at present is Italian lire and Italian bonds. Until the country gets into a more settled and prosperous condition, its currency and its obligations are too speculative for conservative people.

B., SPENCER, NEBR.: Missouri Pacific 1st ref. 5's, series A, are a first lien on over 3,300 miles of road and provision is made for the retirement by means of these of some other bond issues. Mo. Pacific gen. 4's, are subject to the first refunding 5's. Both issues are fair business men's investments.

H., ACKLEY, IOWA.: Whether Superior Steel can maintain a 6 per cent. dividend on common remains to be seen. The company has been affected by the readjustment process, but has lately reopened works that had been closed, and has effected reductions in wages of employees. The company seems to be well and ably managed.

B., CHICAGO, ILL.: The Steel Tube Company of America 6's and 7's have a good rating and are reasonably safe. It is better for an investor to diversify purchases. Instead of putting your \$10,000 into issues of any one company, it would be wiser to distribute among the obligations of several corporations.

H., ST. JOHN, N. B.: Nova Scotia Steel & Coal common appears a good buy at \$34, but this is provided the company is able to continue its present dividend of \$5. The earnings lately have been reduced as in the case of all steel companies and there is talk of merging the company in a new great corporation. How that will affect the Nova Scotia shares remains to be seen.

A., TRENTON, N. J.: I regard as very good public utility bonds the \$8,000,000 Pennsylvania Power & Light Co., 1st & ref. mortgage 7's, due in 1951. The company pays the Pennsylvania four mill tax and Federal income tax up to 2 per cent. The company operates in an extensive territory in Eastern Pennsylvania, and its net earnings are more than twice interest charges. The bonds were offered at a price to yield about 7.68 per cent.

B., WASHINGTON, D. C.: The St. Paul 4's of 1925 are well regarded as a soon-due issue. The stocks of the St. Paul R. R. are selling low because no dividends have been paid for a long time and the outlook for returns to stockholders is not as yet bright. Readjustment and market conditions also affected adversely the issues. The Goodrich Tire & Rubber Co.'s bonds are probably safe. The company's earnings have been reduced but the margin for interest is apparently ample.

W., BINGHAMTON, N. Y.: The \$24,000,000 Republic of Chile 20-year sinking fund 8 per cent. gold bonds are an external loan payable in United States gold coin without deduction for Chilean taxes. The sinking fund is sufficient to redeem the entire issue at or before maturity. The bonds are the direct obligation of the Republic, whose credit ranks high and which is one of the few countries that reduced its interest-bearing debt during the World War. The bonds were offered at a price to yield about 8.21 per cent. to maturity.

B., GARNERVILLE, N. Y.: Bonds yielding 7 1/2 per cent. to 8 per cent. in which you could with reasonable safety invest \$2,500 include Kingdom of Denmark 8's, Atlantic Gulf 5's, Bethlehem Steel 5's, International Agricultural 5's, International Mercantile Marine 6's, Midvale Steel conv. 5's, Virginia Carolina 5's, and Wilson & Co. conv. 6's. Speculative bonds making a high yield on present price include the St. Louis adj. 6's. The interest is cumulative and it has been paid for several years, since the reorganization of the railroad. You might put \$500 into these.

T., RHINELANDER, WIS.: Since the Middle West Utilities Co. is paying no dividends on common and issues scrip for the preferred dividend the company's bonds, though possibly safe, have not so high a rating as the bonds of companies which pay cash dividends. Diamond Match Co.'s debentures and S. O. of N. Y. debentures are both high grade. The Virginia Western Power Co. does not appear to be financially strong. The Avery Co. bonds may be secure, but a more marketable issue would be preferable. Public utilities are safe when they receive proper treatment from the civil authorities, are well managed and are allowed to charge enough to pay their way and make profits.

B., FORT WAYNE, IND.: Most of the bonds in your list have merit. The following may be confidently bought: American Tel. & Tel. 6's, Penna. 6 1/2's, American Agricultural Chemical 7 1/2's, Number Two Rector Street, Pacific Gas & Electric 1st ref. 7's, Consumers Power Co. 7's, Winnipeg and Anaconda Copper 7's. You might distribute your \$15,000 so as to include the foregoing and also some of these additional issues: French Government 8's, Kingdom of Norway 8's, C. C. & St. L. ref. and Imp. 6's, Lackawanna Steel 5's, Montana Power 5's, N. Y. Central deb. 6's, U. S. Rubber 1st & ref. 5's, U. S. Steel s.f. 5's, Westinghouse 7's, and Tide Water Oil 6 1/2's. That should give you an excellent diversity. National City Bank stock looks like a desirable purchase.

New York, March 5, 1921. JASPER.

Free Booklets for Investors

That interesting publication, "Five Successful Methods of Operating in the Stock Market," issued by Sexsmith & Co., 107 Liberty Street, New York, discusses long-pull trading, when to buy and when to sell and when to remain neutral. It can be had by writing to Sexsmith & Co., for edition D-2.

R. C. Megargel & Co., 27 Pine St., New York, will send to anybody asking for L-B, the current

issue of their "Securities Suggestions," which discusses the stock market outlook, Reading segregation plan, Studebaker's biggest year, and other timely topics.

That great business barometer, United States Steel, is analyzed interestingly and its bearing on business conditions generally discussed in the current issue of "Investment Survey," a bi-weekly letter which will be mailed to any address by Scott & Stump, specialists in odd lots, Stock Exchange Bldg., Philadelphia and 40 Exchange Place, New York.

There can scarcely be a better time for buying sound securities than the present, when prices are still low and the outlook for business is beginning to improve. A special article on the changing price trend has been prepared by Charles H. Clarkson & Co., 66 Broadway, New York, who will send it to any person applying for it to their Department LW-37.

Securities making a good yield and safeguarded by the Straus plan and handled by a firm which has been in business for 39 years without loss to any investor should appeal strongly to conservative people with money to invest. For a thorough understanding of this time-tested plan write for booklet B-1103 to S. W. Straus & Co., 115 Broadway, New York, or Straus Bldg., Chicago, Ill.

An attractive opportunity is offered to investors of limited means in "Investors Bonds," paying 7 per cent., issued in denominations of \$100 and upward, well secured by high-grade real estate, and purchasable on payments as low as \$10 a month. Details and a list of investments may be found in booklet No. 1-111 obtainable from the Investors Securities Corporation, 3131 W. Madison Street, Chicago, or Inter-Southern Bldg., Louisville, Ky.

Dunham & Co., 43 Exchange Place, New York, are publishing a series of short articles on economic influences on security prices. The first one deals with the Rediscount rates of the Federal Reserve Banks, and shows that before long frozen credits will be liquidated, money stringency reduced and prices of securities advance. These articles are to be printed in booklet form and will be sent to any applicant, with a list of investment opportunities, 106-D.D.

The year 1920 was one of impressive progress for the flourishing region of which Portland, Oregon, is the chief center. There is certain to be remarkable industrial and commercial development there during 1921 also. That territory affords many sound investment chances. Conservative issues of thriving municipalities making attractive yields are offered by the bond department of the long-established Ladd & Tilton Bank of Portland, Oregon, which invites correspondence from interested parties.

With the approach of spring investors are wondering whether stocks will be a buy for the long swing, whether preferred stocks or bonds are the better purchase and whether money will be cheap or dear. Facts relating to subjects such as these are the features of the famous Babson Reports which forecast coming conditions with wonderful accuracy. The latest Babson's Barometer Letter contains information of vital importance to all investors. Copies may be obtained by writing for bulletin C-23 to the Babson Statistical Organization, Wellesley Hills, 82, Boston, Mass.

For nearly half a century the well-known house of Cassatt & Co. of Philadelphia, with branches in New York, Baltimore, Pittsburgh, and Scranton, has been rendering valuable service to the investing public. The house aims to assist its clients to secure the largest interest returns consistent with conservatism. Only such securities as the company would buy for itself are offered to customers. To consult such an experienced dealer in securities would be to the interest of every investor. The March issue of "Cassatt Offerings" lists selected securities and may be had by writing to Cassatt & Co., for circular L-3.

Reliable investment opportunities of the most inviting character are daily presented to the public. Before committing himself, the prudent investor will have the validity of such securities confirmed by expert advice. There is no safer financial counselor than the National City Company, National City Bank Bldg., New York, which is in the forefront of the responsible bond distributors of this country. The company deals in bonds, preferred stocks, and acceptances, and issues frequently lists of carefully selected bonds and preferred stocks. Its current list is available to any investor who applies to it for L-150, one of the most worthwhile schedules of its kind.

A new issue of 7 per cent. first mortgage serial 7 per cent. gold bonds is announced by G. L. Miller & Co., Inc., 105 Hurt Bldg., Atlanta, Ga. These bonds, aggregating \$135,000, are based on the St. Charles Apartments of Mobile, Ala., valued at \$280,000. The net earnings of this up-to-date structure are estimated at more than three times the highest interest charges. The Miller plan requires borrowers to deposit each month one-twelfth of the total due on the bonds and interest for that year. A portion of the bonds must be paid off each year. Maturities, two to ten years. Bonds may be bought at par, and on the partial payment plan. Miller & Co. will send an illustrated descriptive circular to all who apply.

The usefulness of Guaranty Travelers Checks and Letters of Credit has been demonstrated in all parts of the world. They are issued by the Guaranty Trust Company of New York, which has correspondents in London, Paris, Brussels, Liverpool, Havre, and Constantinople. The company has resources of over \$500,000,000, and its travelers checks and letters of credit are everywhere accepted without question. Both checks and letters of credit are convenient and protect the holder against loss, being thus far safer than currency. The checks and letters may be obtained of banks throughout the country. Apply to your own bank for them, or write to the Guaranty Trust Company for a booklet on Guaranty Travel Funds.

THE EQUITABLE

LIFE ASSURANCE SOCIETY OF THE U. S.

120 BROADWAY, NEW YORK

The Equitable's 61st Annual Statement, from which the following figures are taken, will be sent to any address on request.

OUTSTANDING INSURANCE, Dec.

31, 1920..... \$2,656,524,971

An increase of \$385,621,040 over the previous year.

NEW INSURANCE issued and paid

for in 1920..... \$529,559,921

An increase of \$74,720,484 over the previous year.

PAID TO POLICYHOLDERS IN 1920.. \$72,683,550

97% of the domestic death claims paid in 1920 were settled within twenty-four hours after receipt of proofs of death.

PAID POLICYHOLDERS Since Organization..... \$1,374,975,228

ASSETS, December 31, 1920..... \$627,141,737

INSURANCE RESERVE.. \$519,541,119
OTHER LIABILITIES..... 19,599,676 539,140,795

SURPLUS RESERVES:

For distribution to policyholders in 1921..... \$18,790,678
Awaiting apportionment on deferred dividend policies..... 46,882,132
For Contingencies..... 22,328,132 88,000,942
\$627,141,737

GROWTH IN A DECADE

	1920	1910	Increase
Outstanding Insurance Dec. 31.....	\$2,656,524,971	\$1,347,158,692	\$1,309,366,279
New Insurance.....	529,559,921	107,965,091	421,594,830
Assets Dec. 31.....	627,141,737	492,197,585	134,944,152
Liabilities Dec. 31.....	539,140,795	409,538,600	129,602,195
Payments to Policyholders.....	72,683,550	53,119,670	19,563,880

WHAT THE EQUITABLE OFFERS

Standard Life and Endowment Policies Life Income Policies
Group Life and Group Disability Insurance
Inheritance Tax Insurance Home Purchase Policies
Non-cancellable Accident and Health Insurance
Educational Fund Insurance Income Bonds for Old Age
Corporate and Co-partnership Insurance
Annuities of all kinds Insurance for Bequests

FULL INFORMATION REGARDING ANY OF THESE FORMS WILL BE SENT ON REQUEST.

W. A. DAY
President



Mrs. Margaret Sanger, the great birth control advocate, and her two sons

"WOMAN AND THE NEW RACE"

By Margaret Sanger

This book, just published, is Margaret Sanger's greatest effort for the birth control movement. It contains the very essence of her life's work. It pleads and instructs the women of the world in the greatest step of their emancipation. "WOMAN AND THE NEW RACE" contains the sum total of her experience—the knowledge she dared to utter and print! The knowledge for which she faced jail and fought through every court to establish as woman's inalienable right to know.

PART OF CONTENTS

Woman's Error and Her Debt. Contingence: Is It Practicable or Desirable? The Struggle for Freedom. Two Classes of Woman. Immorality of Unwanted, Large Families. Cause of War. Cries of Despair. Women who plead for Abortion. Legislating Woman's Morals. Why not Birth Control Clinics? Where should a Woman avoid having children? In America? Any one of the above chapters alone is worth the price of the book.

THE KNOWLEDGE IS PRICELESS

This book, "Woman and the New Race," by Margaret Sanger, contains so much that is vital, thorough and necessary to every married couple, that it would require a book to explain it. The knowledge between its covers is priceless. The knowledge of Birth Control will bring happiness to every marriage.

Send \$2 today for "Woman and the New Race," and if you are not satisfied it is worth its weight in gold we will refund your money. Order direct and at once while we still have the privilege of sending it to you. Don't Delay.

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"Woman and the New Race" Sent Prepaid Anywhere, only \$2

3 Genuine Blue-Bell Chambray Shirts \$2.29

Double Shoulder Yoke
Extra Full Across Chest
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SEND NO MONEY Rush your order in today sure. Great shirt offer ever made. 3 fine heavy Blue Chambray shirts for work and semi-dress guaranteed fast color and worth \$1.50 each, only \$2.29.

OUR GUARANTEE If you can match these 3 wonderful shirts for less than \$4.50, and do not think you have saved at least \$2.50, return at our expense. Don't pay high retail prices. Order today sure, before it is too late. WE PAY DELIVERY CHARGES TO YOUR DOOR, another big saving. All 3 shirts \$2.29. Give neck size.

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Ray Trautman, 647 Dean Bldg., Minneapolis, Minn.

American Industry, Wake Up!

(Concluded from page 314)

harbors. Crews may mutiny against the Captain, but whoever heard of a mutiny against the pilot? The crew knows that the pilot will do his best for all concerned.

You industrial executives must become the pilots of the industrial ships. You must have good maps; must make proper observations; direct the steering into proper channels.

You simply cannot avoid properly appraising the enormous responsibility resting on your shoulders, if you consider the following factors in industry:

1. Funds—for which Capital is responsible.
2. Buildings for which Management is responsible.
3. Equipment " " " "
4. Organization " " " "
5. Materials " " " "
6. Work to do " " " "
7. Work done " Labor " "

You executives have six distinct relations to industry.

1. As a thinker.
2. As an educator.
3. As an industrial architect.
4. As an administrator.
5. As a developer of men.
6. As a participant in politics.

The following is a constructive program based on years of experience in industry:

- 1st. Use the "looking glass" in reviewing the above before you decide whether I am right or wrong.
- 2nd. Consider the logic of my claim that weaknesses at the bottom are but a reflection of weaknesses at the top, and that you cannot get a high labor efficiency with a low management efficiency.
- 3rd. There must be a realization that industry is not alone a profit-making or wage-paying mechanism; but a mechanism set up, due to our progress through the ages, to serve the wants of mankind; therefore, a mechanism of service making good profits and paying higher wages.
- 4th. Next must come a plan of propaganda and education, which will give your workers a new perspective, and disabuse their minds as regards the fallacies they now believe in. You are best fitted to do this, as you are the logical co-ordinator of the dollar of the financial backer on the one hand, and the hour of the worker on the other. You alone are in a position to see the shortcomings of each, in their estimate of and actions towards one another. To this end, you and your neighbors, who are executives, should hold informal meetings, to which your better workmen should be invited. At these meetings there should be addresses by economists, engineers, big business men and conservative workers.
- 5th. You should then take steps to so better your organization as to provide for these definite functions in industry:

Co-ordination, or executive direction.
Staff, or formulation;
Control, or planning;
Service, or facilitations;
Performance, or doing; which in brief words means direct, formulate, plan, serve and do.

6th. Next, there must be:

- (a) A knowledge of attainable hourly tasks by operations;
- (b) A means of currently and graphically comparing actual hourly performances with the attainable standards;
- (c) Proper planning of work;
- (d) Knowledge of costs;
- (e) Standardizing conditions;
- (f) Proper compensation.

7th. It would be well to consider such things as a research laboratory and corps of experts to effect

the best methods of manufacture; a drafting room for jigs, templates, special tools and the like; a field force to study what other manufacturers are doing; a department to study industrial relations; a department to study production rates, methods of planning and routing, what wages should be, bonus and incentive plans, and the like.

8th. You should arrange to secure competent outside counsel as your staff or formulative agency to advise with you as regards:

- (a) Best methods of producing, purchasing, storing, machining and arranging machinery for best flow;
- (b) Tools and jigs;
- (c) Speeds and feeds of cutting metals;
- (d) Tool angles;
- (e) Assembly of costs to show profits monthly by classes of products;
- (f) The latest in labor-saving devices;
- (g) The most modern methods of planning and scheduling;
- (h) What things should cost;
- (i) What productions there should be per hour;
- (j) How to increase machine efficiency from 30 or 40, or 50 per cent., to 80 or 90 per cent.
- (k) How to put the organization on a better basis.

Isn't this the time to start? You have seen things from a new angle, I am sure, and each time you read this peculiar way of analyzing the problem, you will see all the more clearly that your responsibility is well defined and that now is the time to prepare for the future.

You ask me by what right I presume to charge you with being responsible for 70 per cent. to 80 per cent. of the inefficiency in an industry? By the right of a man who started life as a worker—laborer and then molder—who, for fifteen years since, has been in the councils of Management, where he has studied, as few men have, its shortcomings and its responsibilities. For many years he has been surrounded by able associates working and studying as hard as he has.

A complacent attitude towards what I have said will not do. An angered statement that I don't know what I am talking about will not help, either. The conclusions reached cannot be swept aside by a mere wave of the hand.

The pressing needs of the moment demand a consideration of the contentions and questions outlined herein and a full discussion of them.

You are the "thinker in business"; and leadership must come from those who can plan, organize and put ideas into effective action.

You are the one who can best influence the thinking of those under you, as you are the one they have a right to look to, directly or indirectly, for guidance advice counsel and decisions.

You are the one to educate and train, because all the resources for so doing are in your hands.

You simply can't shirk your responsibility.

Disagree with me if you want to, but at least make this serve as a basis for determining whether there is going to be a wake-up or a shake-up in industry!

Taxes Taxed

By STANTON A. COBLENTZ

(Congress is contemplating increasing the taxes on necessities.)

"TAXES should be on needed things," they said. And so a tax of ninety-five per cent.

Was placed upon the poor man paying rent, And on a suit of clothes and loaf of bread. A thousand-dollar tax for being wed Was soon increased; and for each baby born Ten thousand dollars revenue was drawn, And twenty thousand for each person dead. They taxed the right to walk upon the street, To breathe the air, or join in sport or fun; The right to talk, to read, to sleep, to eat, To laugh or play, or bask beneath the sun. And when they found their revenues relax, They even taxed the right to pay a tax.

Special Opportunities

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Patents. Write for Free Guide Book & Evidence of Conception Blank. Send model or sketch of invention for free opinion of its patentable nature. Highest references. Reasonable Terms. Victor J. Evans & Co., 813 F St., Washington, D. C.

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Agents—\$60-\$200 a week. Free Samples. Gold Sign letters anyone can put on store windows. Liberal offer to general agents. Metallic Letter Co., 433-J. N. Clark St., Chicago.

We pay \$200 monthly salary and furnish rig and expenses to introduce guaranteed poultry and stock powders. Bigler Company X-676, Springfield, Ill.

Sales Agent Wanted in every county to give all or spare time. Positions worth \$750 to \$1,500 yearly. We train the inexperienced. Novelty Cutlery Company, 238 Bar St., Canton, Ohio.

Crew Managers and Agents: Biggest surprise of the age in the portrait line. Something absolutely new. Will revolutionize portrait industry. Tremendous sales possibilities with this exclusive line. Write today. Culver Art and Frame Co., Dept. C-5, Westerville, Ohio.

Large Manufacturer wants agents to sell Guaranteed made-to-measure Raincoats. \$50 to \$75 weekly. Highest commission. Profit in advance. Outfit free. Standard Raincoat Co., 163 W. 21st., N.Y.

HELP WANTED

Government Clerks Needed badly (Men, Women) \$1600-\$2800. No experience required. Few to travel. Write Mr. Ozment. Former Government Examiner, 483 St. Louis.

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